



EUROPEAN AVIATION SAFETY AGENCY
AGENCE EUROPÉENNE DE LA SÉCURITÉ AÉRIENNE
EUROPÄISCHE AGENTUR FÜR FLUGSICHERHEIT

2012

Annual General Report

easa.europa.eu

June 2013

An Agency of the European Union



Foreword from the Chair of the Management Board

The publication of this annual report for the European Aviation Safety Agency marks a significant moment in the development of the organisation. In September 2013 the Agency completes ten years of operations, and shortly before that it says au revoir to Patrick Goudou who has been its Executive Director throughout the period.

Patrick can look back with pride on what he and the Agency have achieved in ten years. Starting as a rulemaking, certification and monitoring body in the field of airworthiness, EASA has gradually extended its reach to cover all aspects of aviation safety, and is now indisputably at the heart of the European aviation safety system, providing leadership for, and working in partnership with, many other players to drive Europe's safety standards continuously upwards.

Since 2003, EASA has built a regulatory regime covering upwards of thirty countries, and established its credibility and reputation as one of the leading safety regulators on the world stage. This achievement owes much to Patrick Goudou's personal commitment and hard work. On his appointment ten years ago he can hardly have foreseen the range and complexity of challenges he would have to face, and to have navigated so successfully through ten years is a major accomplishment. The health and energy of the organisation he will hand on is testament to the dedication and capabilities he has brought to the post, and I speak on behalf of the whole Management Board in expressing our sincere gratitude and wishing Patrick all good fortune in whatever he decides to do post-EASA.

In March 2013 the Board selected Patrick Ky, then Executive Director of the SESAR JU, to succeed Patrick Goudou from 1 September. The new Patrick will take over as EASA enters a new phase of development. The great bulk of the initial rulemaking structure is now complete and the Agency is operating as a full-service regulator, with its activities increasingly guided by a comprehensive European Aviation Safety Plan which identifies key risks from a wide range of data and other evidence at the Agency's disposal. This chimes with strong pressures from politicians and industry to target available resources as effectively as possible in a difficult economic climate; and to avoid "over-regulation" so as not to undermine the competitiveness of EU industry - without of course putting safety performance at risk.

This annual report clearly demonstrates the breadth and depth of the Agency's activities. The organisation is excellently served by its staff in Cologne, and their expertise and commitment mean that it can face the challenges of this new phase with great confidence. For its part the Management Board will continue to provide support and guidance for Patrick Ky as he builds on the impressive legacy left by his predecessor.

Michael Smethers
Chair of the Management Board

Foreword from the Executive Director

The current period marks an important milestone for EASA – the Agency's 10th year delivering aviation safety excellence throughout Europe. Created on 15 July 2002 by a Regulation of the European Council and Parliament, EASA became operational in 2003. Now, some 10 years later, the Agency has taken the leading role for aviation safety in Europe in areas ranging from airworthiness to air traffic management.

This anniversary is taking place during a critical period for the aviation industry due to the difficult global economic environment. Yet, it is clear that expectations placed on EASA are higher than ever. The industry continues to advance rapidly, and the technologies being developed and certified are likely to be the cornerstones of the aviation system for decades to come.

In 2012, EASA moved ahead and continued to build a solid and long-lasting framework for safe aviation in Europe and further afield. A new concept for performing standardisation was developed. Using a continuous monitoring approach, the Agency will be in a better position to determine the frequency, scope and extent of necessary standardisation inspections.

EASA also further consolidated activities within recently acquired remits, particularly in the field of standardisation inspections in the domain of Air Traffic Management and Air Navigation Services. EASA put a lot of emphasis on supporting stakeholders in the implementation of the new European rules for Air Operations.

Meanwhile, the Agency's Internal Occurrence Reporting System (IORS) became fully operational during 2012, and now receives 80 to 100 reports per week. The IORS database, which centralises reported occurrences and individual follow-up decisions and actions, is a key tool for data driven safety decision-making.

2012 was also marked by the endorsement of the third edition of the European Aviation Safety Plan (EASp). Produced by EASA, the EASp closes the safety management cycle by connecting high-level Europe wide safety issues with actions and initiatives to mitigate the underlying risks. The implementation of safety management is an effective tool for all involved parties. It enables organisations to better understand the potential risks they face and be better informed about the implications of those risks on their daily business. Similarly, authorities benefit of more effective targeting of their oversight as well as improved efficiency and productivity.

The positive safety records we have enjoyed in recent years, including 2012, cannot result in questioning the resources needed by regulators and oversight authorities to fulfil their mission. Indeed, a key risk and main challenge I continue to see is the reduction of staff in oversight organisations as a consequence of economic pressures.

These challenges are triggering new reflections for the Agency. Building on achievements in 2012, we are working to simplify and better harmonise regulations with particular emphasis places on segments including General Aviation, avoid duplication by improving our structures, implement bilateral agreements with other regions - which lead to significant savings, and continue our work to implement risk-based safety management using tools such as IORS.

Patrick Goudou
Executive Director

Contents

FOREWORD FROM THE CHAIR OF THE MANAGEMENT BOARD	2
FOREWORD FROM THE EXECUTIVE DIRECTOR.....	3
CONTENTS	4
INTRODUCTION.....	6
THE AGENCY	7
ORGANISATIONAL STRUCTURE	8
MAJOR EVENTS 2012	9
INTERNAL CONTROL AND THE MITIGATION OF RISKS	10
ACTIVITIES OF THE AGENCY	12
1. SAFETY	12
A. SAFETY STRATEGY AND EASP	12
<i>Objective and scope.....</i>	<i>12</i>
<i>Main achievements in 2012.....</i>	<i>12</i>
B. SAFETY ANALYSIS AND RESEARCH	13
<i>Objective and scope.....</i>	<i>13</i>
<i>Main achievements in 2012.....</i>	<i>13</i>
2. REGULATION	16
<i>Objective and scope.....</i>	<i>16</i>
<i>Main achievements 2012</i>	<i>16</i>
3. OVERSIGHT	17
A. PRODUCT SAFETY OVERSIGHT.....	17
<i>Objective and scope.....</i>	<i>17</i>
<i>Main achievements in 2012.....</i>	<i>17</i>
B. ORGANISATION APPROVALS	19
<i>Objective and scope.....</i>	<i>19</i>
<i>Main achievements in 2012.....</i>	<i>19</i>
C. INSPECTIONS OF MEMBER STATES	21
<i>Objective and scope.....</i>	<i>21</i>
<i>Main achievements in 2012.....</i>	<i>21</i>
D. OPERATORS	22
<i>Objective and scope.....</i>	<i>22</i>
<i>Main achievements in 2012.....</i>	<i>23</i>
4. INTERNATIONAL DEVELOPMENT	24
<i>Objective and scope.....</i>	<i>24</i>
<i>Main achievements in 2012.....</i>	<i>24</i>
5. SUPPORT ACTIVITIES.....	25
<i>Objective and scope.....</i>	<i>25</i>
<i>Main achievements in 2012.....</i>	<i>25</i>
<i>Application management and procurement services</i>	<i>25</i>
<i>Finance services</i>	<i>25</i>
<i>Legal services</i>	<i>26</i>

<i>Communications</i>	26
<i>Human resources</i>	26
<i>General and Technical Training</i>	29
ANNEXES	31
ANNEX 1: DECLARATION OF ASSURANCE FROM THE AUTHORISING OFFICER	32
ANNEX 2: 2012 STUDIES AND RESEARCH PROJECTS	33
ANNEX 3: 2012 DECISIONS, OPINIONS AND NPAs	34
ANNEX 4: AGENCY'S FINANCIAL PERFORMANCE IN 2012 (EASA BUDGET IMPLEMENTATION)	36
ANNEX 5: PROCUREMENT PROCEDURES LAUNCHED AND/OR FINALISED IN 2012	42
ANNEX 6: STAFFING FIGURES AND DEMOGRAPHY	47
ANNEX 7: KEY PERFORMANCE INDICATORS	49
ANNEX 8: EASA MANAGEMENT BOARD	55
ANNEX 9: LIST OF ACRONYMS	58

Introduction¹

In 2012, the Agency continued consolidating its activities within its new remits and responsibilities especially in the field of standardisation inspections in the domain of Air Traffic Management and Air Navigation Services (ATM/ANS), including the review of Network Manager's compliance. A parallel activity was started in order to prepare for the oversight takeover of the EGNOS service provider, ESSP.

The Agency also strengthened and fostered its role as the centrepiece of the European Union's strategy for aviation safety. in particular for the Western Balkans, the Mediterranean countries and Central Asia. EASA also supported community programs in Asia-Pacific and Africa.

The Agency also further promoted its communication strategy, continuing to organise forums and workshops which allow the interaction with in industry stakeholders and authorities. The Agency's annual safety conference was on the topic of performance based oversight and on resource allocation on areas of high priority within a financially constrained environment.

The Agency also demonstrated its efforts towards continuous improvement:

- Further to achieving its ISO9001:2008 standard certification in 2010 EASA initiated the continuous improvement cycle of its IMS with a view to maintaining its certificate every year;
- In February 2012, the IORS has been in placed in full operation receiving 80 to 100 reports per week;
- On the 1st August the Agency adopted the policy "Code of Conduct for the staff of EASA" including rules related to "prevention and mitigation of Conflict of Interest".
- The new concept for performing standardisation is based on a Continuous Monitoring Approach, through the identification, collection and analysis of safety and activity information;
- In the field of Certification outsourcing, the second phase of the procurement procedure both for National Aviation Authorities (NAAs) and Qualified Entities (QEs) was successfully completed. New Framework Service Contracts have been signed with 15 NAAs and 10 QEs.
- Establishment of the Ethical Committee to support the process assuring the decisions or judgement of any Agency staff member are not influenced by their private interests.
- The facilities of the Agency's office in Brussels have further expanded to facilitate coordination activities with other EU Institutions there and Eurocontrol.

¹ The Annual General Report of the Agency for the year 2012 has been established in accordance with Article 57 of Regulation (EC) No. 216/2008 (Basic Regulation). It is structured according to the Agency's core activities and describes the way in which the Agency has implemented the 2012 Work Programme. As highlighted by dedicated tables related to each activity, almost all objectives defined in the 2012 Work Programme were met at the end of 2012.

The Agency

The European Aviation Safety Agency is the centrepiece of the European Union's aviation safety system comprised of the Agency, the European Commission and the National Aviation Authorities (NAAs).

Your safety is our mission

Our mission is to promote the highest common standards of safety and environmental protection in civil aviation.

A common strategy

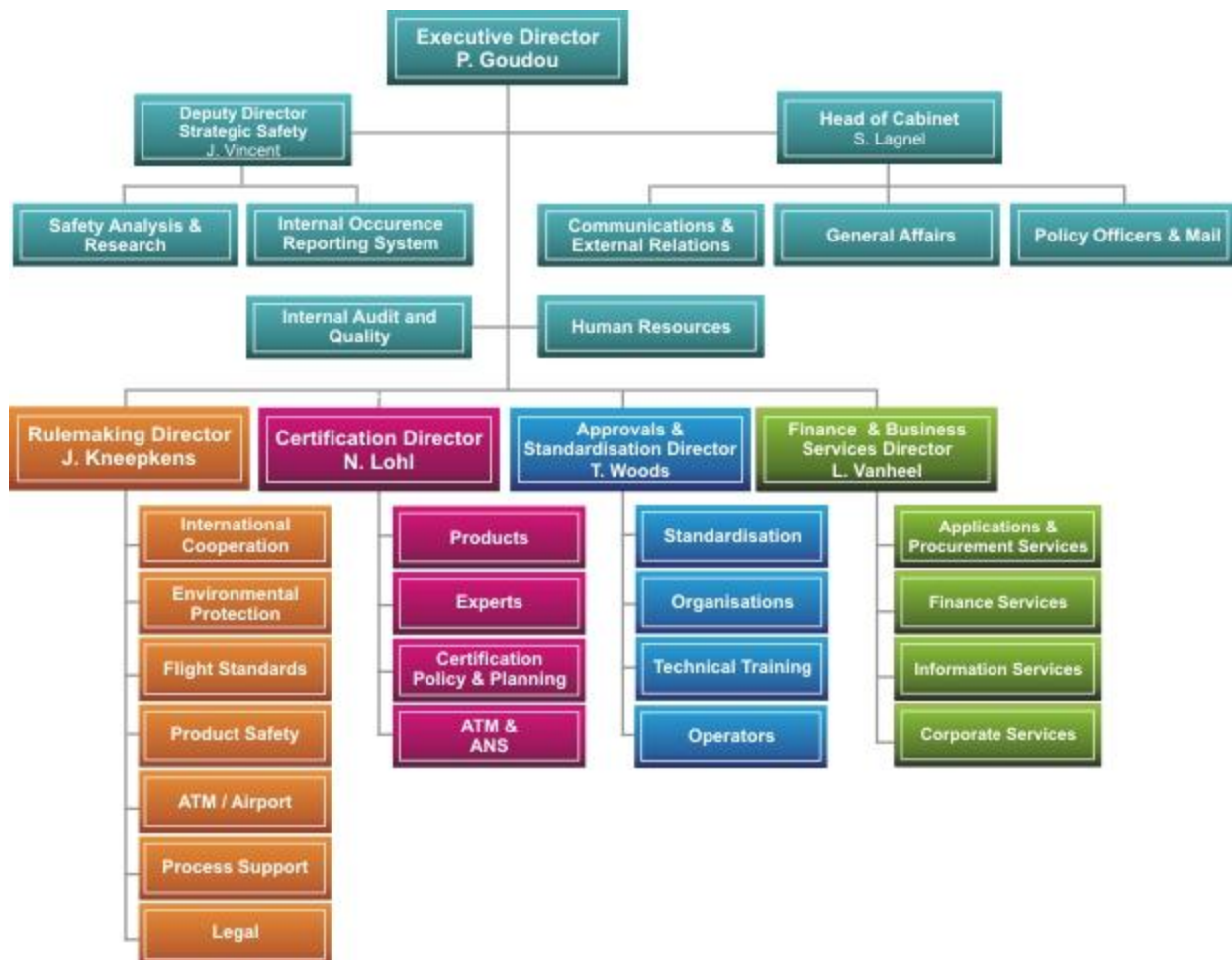
Air transport is one of the safest forms of travel. As air traffic continues to grow, a common endeavour is needed at the European level to keep air transport safe and sustainable. The Agency develops common safety and environmental rules. It monitors the implementation of standards through inspections in the Member States and provides the necessary technical expertise and training to the system. The Agency works hand in hand with NAAs, which have their own role to play in the EU system.

Our tasks

The main tasks of the Agency currently include:

- Regulation: drafting aviation safety legislation and providing technical advice to the European Commission and to the Member States;
- Inspections to ensure uniform implementation of European aviation safety legislation in all Member States;
- Airworthiness and environmental type-certification of aeronautical products, parts and appliances;
- Approval of aircraft design organisations world-wide and of production and maintenance organisations outside the EU;
- Coordination of the European Community SAFA (Safety Assessment of Foreign Aircraft) programme;
- Coordination of safety programmes, data collection, analysis and research to improve aviation safety.

Organisational structure



Status: December 2012

Major events 2012

Event	Date
Organised/co-organised by EASA	
EASA Conference on Safety Oversight: Managing safety in a performance based regulatory environment	10-11 October
1st European Aviation Safety Plan (EASp) implementation and review summit	29 May
2nd European Aviation Safety Plan (EASp) implementation and review summit	16 November
Conference on SMS in Part-M and Part-145	13 December
EASA Conference on Future Aerodrome Rules	21-22 May
6th Rotorcraft Symposium	5-6 December
1st General Aviation Seminar	29 – 30 October
European Operators Flight Data Monitoring (EOFDM) Conference	12 January
7 th EASA Standardisation Meeting on Aircrew Regulation	31 May
Organised at International / EU level	
Third Transatlantic Aviation Issues Conference	26-28 June
ICAO 12 th Air Navigation Conference	19-30 November

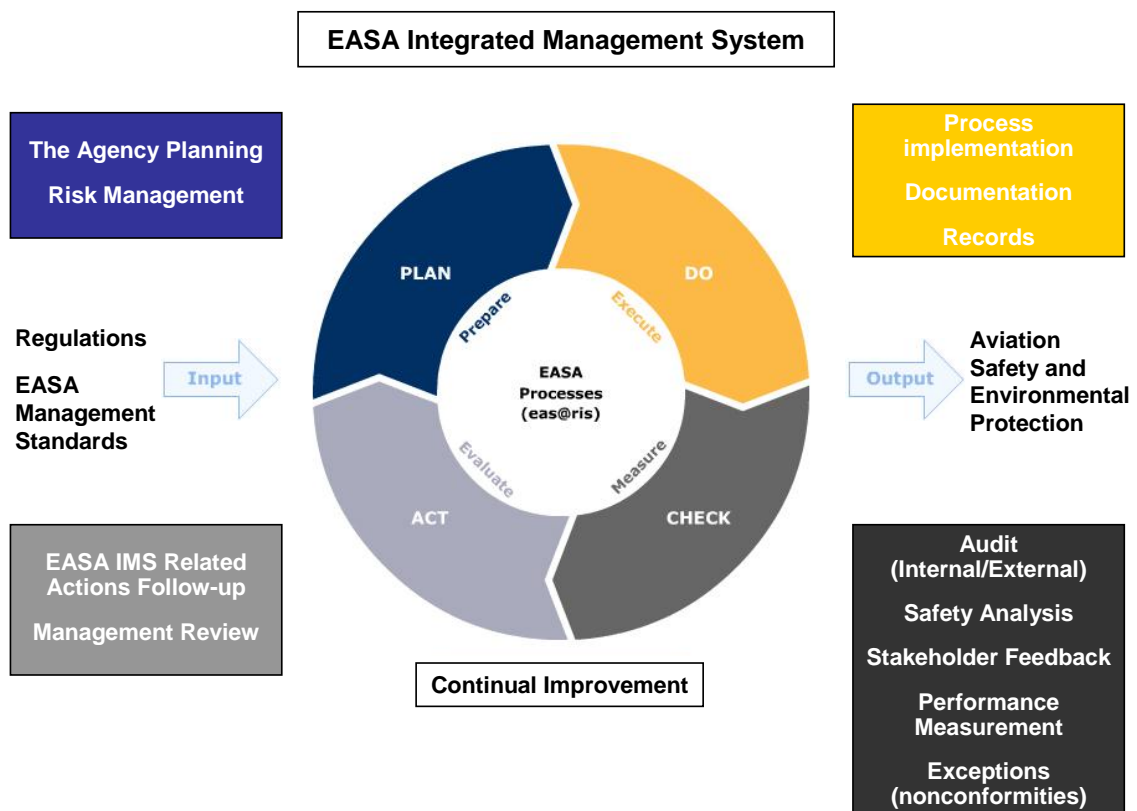
Internal control and the mitigation of risks

➤ Internal control

In 2012, following successful certification of the EASA Integrated Management System (IMS) against ISO 9001:2008 standards in 2010, EASA has initiated the continuous improvement cycle of its IMS with a view to maintaining its ISO9001 certificate every year.

The EASA IMS is based on management standards adopted by the Agency's Management Board in 2008, as stipulated in Art. 38 of the Financial Regulation. These standards are derived from the internal control standards as developed by the European Commission and the international ISO9001:2008 standards. Such a system forms the basis for both internal control and continuous improvement.

The EASA IMS fully integrates the concept of 'internal control', which aims at ensuring that the risks are appropriately mitigated, thereby enhancing the Agency's ability to achieve operational, quality, compliance or financial objectives. The system has been set up using a four step framework that is based on best practices of a number of private and public sector organisations.



➤ Mitigation of risks

The Agency also implemented an annual risk assessment process aiming at identifying the high-level risks per macro-process. The risks are assessed on their likelihood of occurrence and potential impact. For 2012, the following table provides the critical identified risks and their mitigation actions performed and/or initiated.

Risks	Main mitigation actions performed/initiated in 2012
Management processes	
Inadequate provision of resources in relation to existing and new tasks (extension of the remit) of the Agency.	Proper planning, forecasting system and information system to identify and justify necessary resources; Clear link between tasks and financial / manpower resources.
Product and Organisation safety oversight processes	
Unaddressed safety issues at the time of certification, validation, approval of flight conditions resulting in a crash of an aircraft.	Sufficient resources (number of staff, qualification of staff, budget for outsourcing, travel and other means) allowing certification teams to perform their certification oversight work to the level as described in the Certification Resource Planning Document. Effective working procedures for certification activities, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective control over the services provided by NAAs.
Unaddressed safety issues resulting in a catastrophic consequences due to non-issuance of an airworthiness directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness Directive.	Sufficient resources (number of staff, qualification of staff, budget for outsourcing, travel and other means) allowing certification teams to perform their certification oversight work to the level as described in the Certification Resource Planning Document. Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective occurrence reporting system; Effective control over the services provided by NAAs.
Inadequate occurrence reporting system and ineffective processing of occurrence reports discrediting continuing airworthiness of products and leading to preventable accidents or serious occurrences.	Promotion of occurrence reporting system and just culture; Effective reporting system which ensures traceability of all occurrences and relevant actions; Effective working procedures for analysis of occurrence reports and specification of the necessary actions, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective control over the services provided by NAAs.

Activities of the Agency

1. Safety

a. Safety strategy and EASP

Objective and scope

The Agency continues to lead the way in coordinating and complementing the efforts made by EU Member States towards the implementation of requirements set by ICAO on Safety Management Systems (SMS) for industry and State Safety Programmes (SSP) for ICAO contracting states.

The sharing of roles between the European institutions and the Member States, as described in the Basic Regulation means that cooperation is essential to ensure the implementation of safety management. A regional (European-wide) approach regarding the principles of safety management complements the work done at State level.

A European Aviation Safety Advisory Committee (EASAC) with representation from EASA, all industry sectors, Eurocontrol, DG Move, the Performance Review Body (PRB), Member States and guides the implementation of the regional approach.

Main achievements in 2012

The approach for European aviation safety is based on three elements:

- A set of policies and objectives (the strategy), which is shaped as a Communication to the European Parliament and Council
- An integrated set of regulations and activities aimed at improving safety (the programme), which is annexed to the aforementioned Communication;
- A high level safety issues assessment and related action plan (the safety plans).

The European Aviation Safety Plan (EASp)

The EASp is the documented output of evidence based, pro-active approach to safety risks in order to help manage safety in Europe. The Plan complements existing safety regulations and investigations.

The year concluded with the endorsement by the Management Board of the third edition of the EASp covering the period between 2013 and 2016. It has been developed according to the same methodology that was used to develop the previous editions. Therefore, the main risk areas have not been changed.

Like previous editions, this third edition of the Safety Plan encompasses three broad areas: systemic, operational and emerging issues. The risks identified in these areas are mitigated by safety actions that all stakeholders take on board. All the partners work together, streamline their activities and add their efforts to drive our accident rate even further down.

Furthermore, this third edition consists of two parallel activities:

- a. On one hand, it provides a report on the status of the 103 standing actions developed in 2011.
- b. On the other hand, it expands the initial list of actions proposed in the previous edition by incorporating 15 new actions. These new actions have been reviewed by EASAC and the States and placed within the existing framework.

To date 35 Member States have formalised their commitment to voluntarily implement the Safety Plan by nominating a focal point. This includes also non-EU States that are members of ECAC. Throughout the year, a report has been sent out to the focal points to provide a status of the implementation of the actions in the Safety Plan. Twenty-two (22) reports have been received in 2012.

b. Safety analysis and research

Objective and scope

The safety analysis work is two-fold; internally, safety analysis is the basis for defining the actions and policies to be considered by the Agency's Internal Safety Committee (ISC) and externally safety analysis assists, cooperates and informs on safety risk issues. The functions supporting the work are:

- Safety analysis: reviews, conduct of studies and provision of reports;
- Investigations: disseminate and follow-up safety recommendations and also develop means of cooperation;
- Continuous improvement: facilitate and promote aviation safety initiatives;
- Set-up, use and disseminate information stemming from technical functions (service defect reporting, statistics, human factor policy, operational flight data analysis, safety management system, foresight and safety promotion).
- Internal Occurrence reporting System: to provide a single entry point and interface and to process safety related occurrences reported to the Agency

Safety Analysis provides a wide range of safety advice and analysis to both internal and external parties. It also supports EASA's communication activities with stakeholders.

In 2012, focus was placed on the development of a Safety Recommendation Information System, the full deployment of an Internal Occurrence Reporting System and incorporation of the Safety Information Section in the IORS department.

Main achievements in 2012

Expanding the use of safety data brought forward rewards as work focuses on detecting trends and precursors to avert future accidents. International arrangements for sharing data were discussed to improve cooperation. New tools were provided to ease the availability and to enhance the quality of safety data within the Agency. The transition to the ECCAIRS5 system for the collection and storage of occurrence data has been completed.

The Agency's Annual Safety Review (ASR) was expanded by adding a new chapter to address safety in relation to aerodromes. In view of the working arrangement between the Agency and EUROCONTROL, the Annual Safety Review (ASR) included for the second time an ATM component. The Network of Analysts has started to show its added value in its main role supporting the EASp and the national equivalents. Key aviation safety risk information is being shared and activities have started in the areas of risk classification scheme development, safety performance indicators, and several operational issues.

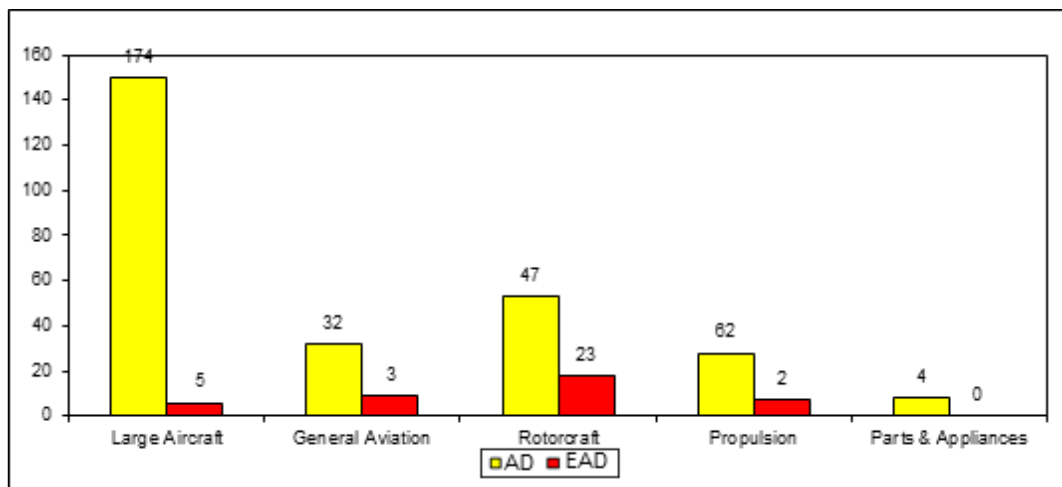
Following a phased deployment, IORS is now operating in a full extent since February 2012. Towards the end of 2012, signs of stability indicated that around 80 to 100 reports are being received per week. The IORS mini site, available on the internet, provides detailed information for stakeholders on IORS. In addition, activities were initiated to contribute to improved reporting and clarification of reporting lines.

Over the last year, the main benefits of IORS, visibility of the closed-loop process and traceability of the actions taken by the Agency, have materialised. Further adjustment and improvement of the process and tools forms part of the daily operation of the system. The usefulness of the data was demonstrated by providing support to several safety studies.

Safety Information is used for the Continued Airworthiness oversight of products, parts and appliances, which are either designed or in service in EU Member States and Associated Countries.

Safety information involves the issuance and dissemination of airworthiness directives (AD), emergency airworthiness directives (EAD) and safety information bulletins (SIB), as well as for publication of AD, EAD and SIB issued by foreign authorities of the State of Design and adopted in Europe. The AD publication portal may be found at <http://ad.easa.europa.eu/>.

In 2012, the number of publications issued, related to Safety Information, was: 319 AD and -33 EAD. The associated details are presented in the diagram below:



27 SIB were also published: it is worthwhile to note that if the majority is related to airworthiness matters, 10 also address operational matters (E.g. volcanic ash, functional check flights, EGNOS availability, etc.) and 8 are related to suspected unapproved parts.

A main achievement in 2012 was the setup of the Safety Recommendations Information System software aimed at collecting all recommendations. During the year, 94 new final safety recommendations were addressed to EASA while replies to 210 individual recommendations were sent out, out of which, 116 were closing replies.

In addition, the Agency was involved in major investigations like the ditching of two Eurocopter EC225 in the North Sea on 10/05/2012 and 22/10/2012 having a similar failure of the bevel gear vertical shaft in the Main Gear Box investigated by the Air Accident Investigation Branch in UK. It also participated in the group activity following the MD-11 accident after a bounced landing on 27 July 2010 in Riyadh investigated by the General Authority of Civil Aviation of Saudi Arabia and advised on the A380 Rolls Royce Trent 900 rotorburst accident on 04/11/2010 en-route over Indonesia investigated by the Australian Transportation Safety Board.

During the year 2012 EASA received 112 draft reports for comments and delivered effective comments to the investigation Authority in charge in 51 cases.

The Agency also supported the activity of the European Commission, the European Network of Civil Aviation Safety Investigation Authorities (ENCASIA) and of the ECAC Accident group with regular reporting and inputs especially about the Safety Information Protection policy developed by ICAO and the setting up of a EU central repository for Safety Recommendations and its evolution.

➤ Safety initiatives lessons learned

The European Strategic Safety Initiative (ESSI) is a voluntary partnerships between EASA, other authorities and the industry. The ESSI is composed of the European Commercial Aviation Safety Team (ECAST), the European Helicopter Safety Team (EHEST) and the European General Aviation Safety Team (EGAST). Since 2010, ESSI work is linked to the European Aviation Safety Plan (EASp). A selection of 2012 deliverables is presented below.

ECAST sponsored the 2nd edition of the European Action Plan for the Prevention of Runway Incursions (EAPPRI) and contributed to the first edition of the European Action Plan for the Prevention of Runway Excursions (EAPPRE) published by Eurocontrol. ECAST also developed a Ramp Resource Management training syllabus for ground personnel and contributed to the 1st edition of the IATA Ground Operations Manual (IGOM).

EHEST delivered a Safety Management Toolkit based on the new EU Regulation on Air Operations, Part ORO, published in October, and published safety leaflets and videos on Loss of Control in Degraded Visual Environment, Vortex Ring State, and Loss of Tail Rotor Effectiveness.

EGAST delivered videos on Loss of Control, human error, and the use of parachutes, and safety leaflets on collision avoidance, pilot decision making and weather anticipation, and publicised national publications at European level.

Research

Taking into consideration the top priorities of the European Aviation Safety Plan (EASp) and the European Aviation Research Partnership Group (EARPG) Thematic Programme the Agency in 2012 consolidated its needs and requests for new research projects as well as a backlog of previous years in the ambitious EASA Research Plan 2012-2014. The plan comprises of project proposals and requests originating from the Rulemaking Programme, projects which are suggested by Safety Recommendations, projects requested by the Certification Directorate, proposals made by ESSI, and the European Human Factors Advisory Group (EHFAG).

The Agency closely cooperated with the European Commission regarding the Community research activities impacting the EASA system (Seventh Framework Programme (FP7), sub-theme 7.1 Aeronautics and Air Transport and the new Horizon 2020 Framework Programme). In this context, the Agency contributed to the development of a Strategic Research and Innovation Agenda (SRIA) by taking the responsibility of co-chairing the Safety and Security Working Group and providing input to the other SRIA working groups. The SRIA was published and handed over to the Commission at a special ACARE event during the Berlin Air Show ILA in September 2012. In relation this activity the Agency, jointly with Eurocontrol, successfully provided a proposal to the FP7 2013 work programme regarding a Coordinated Support Action to develop a Platform for Technological and Institutional Consolidation of research in Safety – OPTICS. EASA staff actively participated in EC Framework Programme evaluation committees and project advisory boards.

Furthermore, EASA interfaced with the large scale technology initiatives SESAR and CLEAN SKY. During 2012 the Agency also participated in the activities of the Advisory Council for Aeronautics Research and Innovation in Europe (ACARE).

A list of 2012 Studies and Research Projects is provided in **Annex 2**.

2.Regulation

Objective and scope

The Agency manages and coordinates the preparation of EU legislation related to the regulation of civil aviation safety and environmental compatibility. In this context, EASA produces and submits opinions to the European Commission and adopts supporting certification specifications, acceptable means of compliance and guidance material.

In 2012, the Agency further continued its activities aiming at drafting the legislation and related soft-rules in order to complete the set of Regulation. Ensuring the timely delivery of airworthiness rules (safety and environmental protection) remained a major challenge in 2012.

The Agency published 22 Decisions and 6 Opinions in 2012. The complete list of Decisions, Opinions and Notices of Proposed Amendment is in **Annex 3**.

Main achievements 2012

The Agency published Opinion 06/2012 on the 27th of November 2012. This Opinion contains amendments to the implementing rules for continuing airworthiness management of aircraft registered in an EU Member State (Part-M) and a new set of requirements for continuing airworthiness management of aircraft registered in a third country and used by EU operators (Part-T). Furthermore, the Opinion also contains amendments to Commission Regulation (EU) No 965/2012 on Air Operations.

Progress was made in 2012 to develop the future “Technical Standard” for General Aviation.

Concerning environmental protection, the Agency provided inputs to the CAEP9 (Committee on Aviation Environmental Protection Meeting in 2013) work programme developing new CO₂ and Particulate Matter standards to improve climate and health related aspects of aviation as well as working to keep the noise requirements up-to date which helps to maintain capacity on noise constrained airports.

The Agency continued its work in accordance with the eight priority work packages agreed in September 2009 with the Commission and the Management Board. The work packages were aligned with the NPAs and the proposed new rule structure, particularly taking into account the progress made, the available internal and external resources and their related expertise.

Following the publication of the first four Annexes of the Aircrew regulation in 2011, the remaining three Annexes containing the requirements for the qualification of Cabin Crew (Part-CC), Authority requirements for Aircrew (Part ARA) and Organisation requirements for Aircrew (Part-ORA) were published in the Official Journal in March 2012 (Commission Regulation (EU) No 290/2012).

As for Air Operations, the Annexes containing the Authority Requirements for Air Operations, Organisation Requirements for Air Operations, Commercial Air Transport Operations and Operations Requiring Specific Approvals (Part-ARO, Part-ORO, Part-CAT and Part-SPA) were published in the Official Journal in October 2012 (Commission Regulation (EU) No 965/2012).

Additionally, during 2012, the Opinions regarding Part-NCC (Non-commercial operations with complex motor-powered aircraft), Part-NCO (Non-commercial operations with other-than-complex motor-powered aircraft), Part-SPO (Specialised Operations), Part-FTL (Flight and Duty Time Limitations and rest requirements for commercial air transport with aeroplanes), and Part-TCO (Third Country Operators) were published by the Agency.

In the Air Traffic Management (ATM)/Air Navigation Services (ANS), the public consultation of the Advance-Notice of Proposed Amendment (A-NPA) on Harmonised European Transition Altitude (HETA)

was launched in February 2012. Its purpose was to collect additional data for a thorough Regulatory Impact Assessment (RIA) and to present the outcome to the Single Sky Committee after the end of the consultation.

After the issuance of the Opinion on requirements regarding services in air navigation (Part B) of the Standardised European Rules of the Air (SERA) (October 2011), the Agency actively continued to support the Commission in the preparation of the integrated structure for SERA Parts A and B.

NPA 2012-18 on Licensing and medical certification of air traffic controllers has been issued in November 2012. It addresses the issue of licensing and medical certification of air traffic controllers and proposes detailed requirements, accompanied by AMC/GM where necessary, for all aspects governing the access to this safety-related aviation profession, as well as for exercising the privileges granted by the air traffic controller licence.

In addition, Notice of Proposed Amendment 2012-19 on CS for Airborne Communication Navigation and Surveillance (CS ACNS) was published in November 2012 by the Agency for consultation. The intent is to introduce new Certification Specifications applicable to all aircraft, which will ultimately contain all communication, navigation and surveillance airworthiness, and interoperability standards in support of airspace applications.

Regarding Aerodromes, most of the work carried out in 2012 aimed at issuing the Opinion No 01/2013 on 'Draft Commission Regulation on Authority, Organisation and Operations Requirements for Aerodromes', which was published in February 2013. The Opinion has been well received by the Commission and was discussed by EASA Committee in the beginning of this year. The purpose of this Opinion is to assist the European Commission in laying down Implementing Rules (IRs) for Aerodromes in handing over the final deliberations of the Agency on the matter at stake. Those rules are supposed to be adopted by the European Commission and to enter into force by the end of the year 2013 as stipulated by the Basic Regulation.

3.Oversight

a. Product safety oversight

Objective and scope

The Agency is responsible for the airworthiness and environmental certification of aeronautical products, parts and appliances. This responsibility encompasses the initial certification of new type designs and a variety of related activities, such as supplemental type certifications, approval of changes to type certificate and of repair design. Furthermore, it also covers activities to ensure the continuing airworthiness of the certified products, parts and appliances during their entire operational lifecycles. This includes reacting without undue delay to a safety problem and issuing, disseminating the applicable mandatory information.

The Agency provides also services to external stakeholders, such as the approval of MRB and OEB reports; the Certification Support for Validation (CSV) outside the EU and the Technical Advice and Assistance upon request of industry, aviation authorities or other public institutions.

Main achievements in 2012

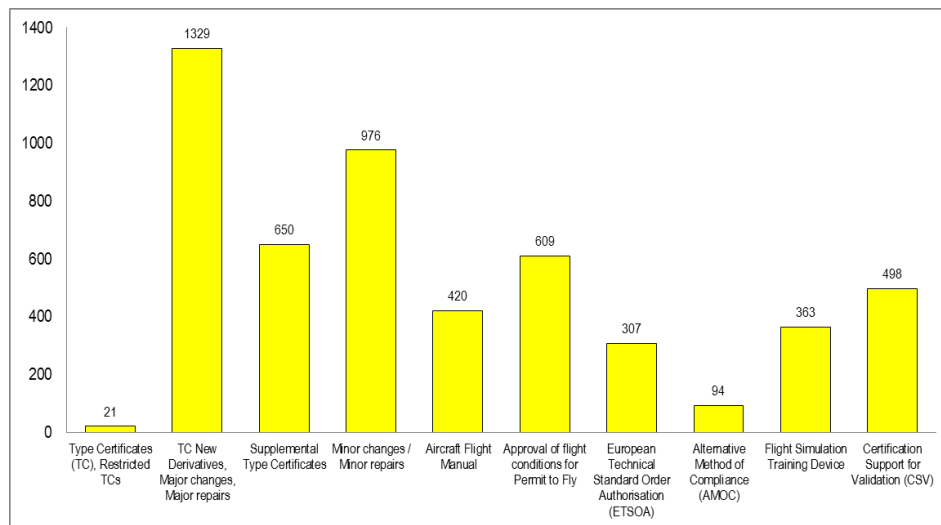
In the area of initial airworthiness, the Agency became responsible for the qualification of Flight Simulation Training Devices (FSTD). Compared to the past years, the nature of the activity changed from a service upon request of the member states to a mandatory element. In this context the Agency established a team who liaise with external parties and manage the outsourced projects,

mainly outside Europe. Moreover, following the publication in 2011 of the new Certification Specification for Light Sport Aeroplanes (CS-LSA), 2012 was the first year with the certification of aircrafts under the new Certification Specification. It is worth mentioning in the field of initial airworthiness that the Agency, in close cooperation with the industry, worked on the development of enhanced criteria for the level of the Agency's involvement on a risk based approach in certification activities.

The Agency continued to actively promote its cooperation and improve its communication with stakeholders. One of the main events was the second Certification Workshop with Industry in January. Furthermore, specific events were organised such as the regular ETSO Workshop, the first General Aviation Seminar and the regular Rotorcraft Symposium. Besides, on request of the Management Board, the "Certification Strategy Industry/EASA Working Group", with the purpose to discuss the need to further refine and supplement the Certification Strategy, presented its recommendations to the Executive Director.

- Airworthiness and environmental type certification of aeronautical products, parts & appliances
 - Trend of applications received

The number of new applications submitted to the Agency for airworthiness and environmental certification in 2012 (5.267) remained stable. Nevertheless, compared to the previous year, the amount includes also the qualification of FSTD. Applications for certification of new type design covered a wide range of aeronautical products, including the GVII-2 business jet from Gulfstream Aerospace Corporation, the SKYE SH09 medium sized rotorcraft from Marengo Swiss Helicopter, the Turbomeca TM800 turbine engine, and a number of applications from the General Aviation. The diagram provides a breakdown of the natures of the applications received:



- Major on-going multi-annual type certification programmes

The performance of a number of multi-annual type certification projects continued in 2012, such as the Airbus A350, Airbus A320neo (aiming at reducing fuel consumption and therefore enhance the aircraft's performance and eco-efficiency), Falcon SMS from Dassault Aviation, Embraer EMB-545/550 business jets, Mitsubishi's Regional Jet, the MRJ-200 and the large helicopters AW169 and AW189 from Agusta Westland.

- Number of certificates issued

In 2012, 3.952 certificates were issued. Compared to the previous year, the amount includes also the qualification of FSTD. Type Certificates were awarded among others for the Gulfstream GVI long range business jet, the Sukhoi Superjet 100 (the first Russian passenger aircraft to be certified by

EASA), the Airbus A400M (Restricted type Certificate) and the Ratier-Figeac FH385/FH386 propeller (for installation together with Europrop TP400 engine on Airbus A400M aeroplane).

➤ Continuing airworthiness

During 2012 EASA increased the time spent on Continuing airworthiness oversight in line with its safety objectives as well as the expansion of the fleet of aircraft under its continuing airworthiness system. In total, more than 1,400 new aircraft belonging directly under the Agency airworthiness system were added to the global fleet of aircraft. Oversight of some of these aircraft types required more resources than others depending on the operational experience and the safety issues uncovered.

➤ Operations related certification tasks

On the preparation of the future implementation of OSD (Operational Suitability Data) elements in the certification process., In close cooperation with the applicants, two projects (Falcon SMS and Airbus A350) were selected as pilot projects with the integration of OSD elements into the certification process.

b. Organisation approvals

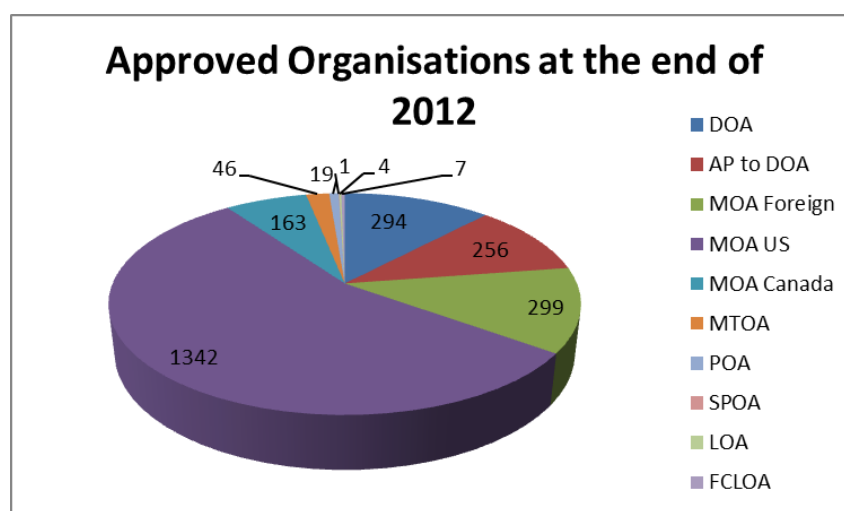
Objective and scope

EASA is responsible for approving design organisations wherever they are located as well as those responsible for production, maintenance, maintenance training and continued airworthiness management within the territory of the Member States. It also includes approving production organisations located within the territory of one or more Member State(s) if this is requested by the Member State(s). In 2012, organisation approvals activities of the Agency have reached a mature level in terms of activity and methodologies.

Main achievements in 2012

Organisation approvals activities have grown steadily in 2012, including Design Organisation Approvals (DOA) / Alternative Procedure (AP) to DOA, Production Organisation Approvals (POA) and Maintenance/Continuing Airworthiness Organisation Approvals (MOA/COA). The workload on surveillance of the Airbus European Single Production Organisation Approval (SPOA) slightly increased, also on the non-European locations. The figures related to organisation approvals can be summarised as follows:

Approved organisations on 31 December 2012



➤ **Design Organisation Approvals**

On 31 December 2012, 294 DOA in total were issued, of which 227 have been handled by the Agency. 67 remained in the hands of NAAs. 80 organisations were under initial assessment for DOA and 39 for AP to DOA. Internalisation of activities has reached the expected target. 5 additional organisations were transferred to EASA Team Leaders in 2012, including 2 DOA and 3 AP to DOA. Further transfers will occur if NAAs decide to stop their activities or if the extension of the DOA scope requires it.

➤ **Production Organisation Approvals**

In the end of 2012, 19 EASA POAs in total have been issued to foreign production organisations and 1 Single POA to Airbus. Additionally, EASA continued to issue Export Certificates of Airworthiness for aircraft manufactured by EASA POA organisations in China and by Airbus under the SPOA in Europe. EASA also contributed to the implementation of EU-US and EU-Canada Bilateral agreements in the production field.

➤ **Maintenance / Continuing Airworthiness Organisation Approvals**

In the field of Maintenance/Continuing Airworthiness Organisation Approvals, EASA is commencing to outsource the technical investigations as well as the continuing surveillance of the organisations to NAAs in the majority of cases. A limited number of approvals is covered by in-house experts in order to maintain and develop expertise and to effectively manage the activities performed by the NAAs. EASA contributed to the preparation of a smooth transition from the existing Bilateral on Maintenance to the new EU-US Bilateral. The first foreign CAMO approval had been issued by EASA in 2012.

➤ **Flight Crew Licencing Organisation Approvals**

During 2012 FCL OA started to coordinate with major NAAs and provide support to address various issues related to the forthcoming regulation. Implementation processes of FCL OA have been setup. Working instructions and guidance material were produced for Pilot Training Organisations and Aeromedical centres. Recruitment of FCL OA Team Leaders has been conducted. In addition, technical specifications and workload estimations for outsourcing have been achieved. By December 2012 the qualified entities for Pilot Training organisations and 3 NAAs for Aeromedical Centres surveillance were selected. By end of December, FCL OA took over the oversight of 15 pilot training organisations previously approved by Member States, of which 7 approval confirmations were issued. Internalisation of activities was accelerated due to unexpected reduced capacity of service providers to perform allocated tasks. 5 organisations were transferred to EASA Team Leaders in 2012 in advance. Further transfers will occur gradually as new FCL OA ATO team leaders will join the section or if service providers are unable to cope with the workload.

➤ **ATM/ANS Approvals**

The main activity of this new section in 2011 was the setup of procedures with the Commission in order to perform the Oversight of the Network Manager. The procedures have been set up during 2012 and are now included in the IMS. A complete review of the Network Manager compliance with applicable requirements has been performed;

A parallel activity was started in order to prepare for the oversight takeover of the EGNOS service provider, ESSP (European Satellite Services Provider). This activity consisted of oversight meetings with the French and Belgium authorities as well as participation in audits and final transfer of oversight responsibility to EASA in November 2012.

In February 2012, the ATM/ANS Organisation Approvals Section has taken over the oversight responsibility for a US ATCO training organisation from the Norwegian NSA. A first audit has taken place in June 2012.

As the section and its objectives are new, the development of processes, forms and procedures is continuing, as well as recruitment of new staff.

c. Inspections of Member States

Objective and scope

The Agency monitored the uniform and effective implementation of Union law by Member States' Competent Authorities by means of Standardisation Inspections. Such inspections may also include investigations of organisations under the direct oversight of the Competent Authorities for sampling purposes.

On 2 February 2012 Regulation (EU) No. 90/2012² amended Regulation No. (EC) 736/2006³ to extend the applicability of the working methods for conducting standardisation inspections, in addition to initial and continuing airworthiness, to the fields of:

- Air operations
- Ramp inspections (SAFA inspections)
- Aircrew
- Air traffic controllers
- Air traffic management and air navigation services.

In this way Standardisation Inspections in all domains are now performed under the same legal basis and in accordance with the same working methods.

The geographical scope of Standardisation encompasses 46 Countries: 31 "EASA States" (i.e. the 27 EU Member States plus 4 States where Union law in the domain of aviation safety is applicable through bilateral or multilateral agreements with the EU), and 15 States under the provisions of working arrangements with EASA ("WA States"). In the course of 2012, 36 of them were inspected in one or more technical domains, of which 24 "EASA States" and 12 "WA States".

In the ramp inspections domain, a total of 44⁴ countries are part of the SAFA programme, and 16 of them were visited in 2012: 13 "EASA States" and 3 "WA States".

Main achievements in 2012

➤ Inspectors' pool

EASA is committed to involve seconded NAA inspectors in its inspection teams, in order to benefit from their competence and practical experience as well as to build and disseminate a common understanding of the applicable requirements across NAAs (pro-active standardisation). In 2012, 134 Team Members were provided by seconded NAA inspectors (50% of the total). Five Standardisation Inspectors' initial training courses were delivered, involving a total of 85 inspectors.

² Commission Implementing Regulation (EU) No 90/2012 of 2 February 2012 amending Regulation (EC) No 736/2006 on working methods of the European Aviation Safety Agency for conducting standardisation inspections, OJ L 31/1.

³ Commission Regulation (EC) No 736/2006 of 16 May 2006 on working methods of the European Aviation Safety Agency for conducting standardisation inspections, OJ L 129/10.

⁴ The geographical scope of SAFA Standardisation is the same as Standardisation without Kosovo, San Marino and Liechtenstein and with Morocco.

➤ Standardisation key results

In 2012, 121 standardisation inspections were performed, as follows:

Inspection type	AIR	OPS	FCL	MED	FSTD
Regular	23	16	8	7	9 ⁵
Ad-hoc	1	-	-	-	-
Follow-up	1	9	11	7	-
ECAA Assessment	1	2	-	-	-

As a result, a total of 868 findings were raised, of which 838 were classified as non-compliances requiring a corrective action plan to be proposed and implemented by the inspected NAA. Approximately 26% of all findings were classified as significant deficiencies that may raise safety concerns if not duly corrected.

All corrective action plans proposed by the NAAs were evaluated by the relevant Standardisation Sections. In a few specific cases no agreement could be reached, leading to the issuance of supplementary reports. Agreed actions are monitored by the Agency in order to ensure their implementation.

In most standardisation domains the main difficulties relate to the process of granting approvals, licences or certificates and to the continued surveillance of approved organisations. The insufficient availability of adequate inspecting staff, in terms of qualification and/or number, is one of the main reasons for the weaknesses identified; this is particularly relevant in the Air Operations domain.

➤ Standardisation meetings

In the course of 2012, the Agency held a total of 13 Standardisation Meetings, which have proven to be a successful tool in achieving a higher level of common understanding of the applicable requirements.

➤ Continuous improvement of the standardisation process

Currently, the standardisation process is mature and fulfils its objectives successfully.

The use of automated data extraction and improved reporting capabilities allowed for an improved and more timely control of the findings' status, resulting in an enhanced overall control of the follow-up phase of the Standardisation process. The Agency participated in drafting the new Standardisation Regulation, based on the experience gained in more than 5 years of implementation of the current Regulation.

The new concept for performing standardisation is based on a Continuous Monitoring approach, based upon the identification, collection and analysis of safety and activity data, in order to enable EASA Standardisation to evaluate on a continuous basis the Competent Authorities' safety oversight capabilities and the States' safety performance results, at aggregated as well as at domain-specific level. These data will then be processed with the help of a model and will serve as an important indicator to determine the frequency, scope and extent of standardisation inspections.

d. Operators

Objective and scope

The Operators Department covers the activities of the Agency related to the coordination of the European Community's Safety Assessment of Foreign Aircraft (SAFA) programme and the authorisation of Third Country Operators (TCO).

⁵ Four Member States were visited for the first time in the FSTD domain.

The SAFA activity carried out by EASA is a coordination function, including:

- Maintaining and updating the database of reports from SAFA ramp inspections;
- Providing analysis and reports on the collected data;
- Fostering the organisation and implementation of training courses;
- Providing proposals for manuals and procedures;
- Fostering the standardisation of the SAFA activity.

In addition, within the scope of Article 23 of the EASA Basic Regulation, the Agency will be responsible for issuing authorisations to Third Country Operators (TCO) wishing to fly into the EASA airspace and land in one of the EASA countries.

This year, the Agency focused on further enhancement of the SAFA programme (including e.g. the upgrade of the SAFA database, issuance of a revised SAFA Guidance Material), on carrying out SAFA standardisation audits to NAAs and on providing professional and technical advice to the Commission for the Air Safety Committee (ASC) on the EU Safety List.

Main achievements in 2012

SAFA

Following the release of a new SAFA application and database, a significant upgrade was deployed in 2012, centred on enhancing the analytical capabilities and follow-up facilitation.

SAFA analysis was performed in line with the established schedule. The analysis results as well as the results of the process of prioritising SAFA inspections were presented during the meetings of the Air Safety Committee (Safety List). Numerous ad-hoc analyses were also performed on request of the European Commission to support various cases being investigated.

As mandated by the SAFA Directive and by the amended Standardisation Regulation EASA continued the SAFA standardisation process, a second standardisation cycle commencing in 2012. A total of 16 standardisation inspections were planned and completed in EU and non-EU SAFA Participating States.

The dialogue with the industry continued as EASA organised the 2nd SAFA Regulators & Industry Forum which brought together representatives from the SAFA Participating States, IATA (International Air Transport Association), AEA (Association of European Airlines), ELFAA (European Low Fare Airline Association), IACA (International Air Carrier Association) and major aircraft manufacturers to discuss openly about SAFA related matters.

SAFA Procedures were reviewed based on input received from meetings with the participating states and the industry and also based on feedback obtained from standardisation visits. A new version of the EASA SAFA Guidance Material – Ramp Inspection Procedures was adopted in 2012. Subsequently EASA issued a SAFA Training Bulletin and organised a SAFA Instructors workshop.

The EU SAFA Programme continued to be promoted to international audiences, and its principles and procedures are more and more emulated by various regions and states around the globe.

Montenegro concluded a Working Arrangement with EASA thus becoming the 44th SAFA participating state.

Third Country Operators

Within the extension of its remit, the Agency has organised preparatory work (exact scope definition, workload and procedures) in the context of authorisations to Third Country Operators (TCO). The Agency focused on the draft implementing regulation (future Part-TCO), working procedures, the TCO assessment model and contributing to the ICT Business Analysis document for the envisaged TCO

software application. Due to delays encountered in the rulemaking process and adoption of Part-TCO, the planned recruitment of TCO Officers and Team Leaders has been put on hold.

The European Commission was regularly supported in the context of the EU Safety List. EASA participated in preparatory hearings with foreign authorities and foreign operators and has provided technical expertise in a variety of case analyses in the ambit of the EU Safety List. The TCO Section continued to coordinate the ICAO USOAP report analysis working group, which provided the EU Air Safety Committee with a number of country reports. In addition the TCO staff achieved qualification as ICAO USOAP auditors and EASA has seconded staff to participate in several complex ICAO audits.

4. International Development

Objective and scope

The Agency concludes working arrangements with foreign NAAs and participated in the negotiation and implementation of Bilateral Air Safety Agreements (BASA) and other aviation agreements, on an ad-hoc basis.

Furthermore, the Agency is strengthening its relations with ICAO, in close coordination with the DG Move and the Member States, and in relation with Eurocontrol.

Moreover, the Agency supports developing countries in improving their regulatory capabilities.

Main achievements in 2012

➤ Bilateral Agreements and Working Arrangements

Intense coordination activity took place under the Bilateral Aviation Safety Agreements (BASA) on civil aviation safety between the EU and the USA. In particular, at its May 2012 meeting, the Bilateral Oversight Board (BOB) under the EU-US BASA decided to establish three working groups and tasked them with developing new annexes to the Agreement, namely on: Pilot Licensing, Flight Simulation Training Device (FSTD), and Pilot Training Organizations. In relation to EU / USA Agreement, during 2012 six inspections to USA were performed. Additionally, two meetings of the Joint Maintenance Coordination Board (JMCB) were organised and the review and approval of the Maintenance Annex Guidance (MAG) was achieved.

In relation to EU/Canada Agreement, the first meeting of the Joint Sectorial Committee on Maintenance (JSCM) was organised and the MAG was developed and approved, as well as a document containing agreed transition procedures to be followed by Transport Canada, EASA and Member States Competent Authorities.

Following the entry into force of the Agreement between the United States of America and the European Union on Cooperation in the Regulation of Civil Aviation Safety a comprehensive review of the related technical implementation procedures (TIP) has been initiated by the Certification Oversight Committee (COB). A continuous improvement process is in place in order to further streamline the reciprocal acceptance of technical findings and approvals between Europe and the US.

➤ Cooperation with ICAO

In 2012, EASA conducted negotiations with ICAO, on a Working Arrangement between both organisations, under the EU-ICAO Memorandum of Understanding. Such negotiations should be finalised in 2013.

Besides, EASA continued its work with the European Commission, EU Member States and ICAO to develop a simpler method for filing differences for those areas where EU has gained competence. A meeting of European National Continuous Monitoring Coordinators (NCCM) took place in Cologne in

December 2012 to discuss on-going challenges faced by European States and to find commonly agreed solutions, in particular in relation to the ICAO Continuous Monitoring Approach (CMA) and the Electronic Filing of Difference (EFOD). EASA also contributed, in 2012, to the work of the ECAC/EC Safety Coordination Group for the ICAO Assembly, which is preparing the European contribution to the 38th ICAO Assembly (to be held in September/October 2013). Furthermore, EASA has continued to work with the ICAO Paris Regional office to help to shape the new European Regional Aviation Safety Group (RASG).

5.Support activities

Objective and scope

EASA's support activities encompass the general management and administration of the Agency. This includes the overall organisation (management, planning, general coordination), communication, legal advice, audit and quality. Furthermore, administrative and IS support (finance, HR management, procurement, corporate services and information services) and operational support (application management, safety investigation, accreditation, technical training, NAA contracts) are covered.

In 2012, main challenges in the support area included the launch of two major IT applications (SAFA and IORS) and the finalisation of arrangements for setting up the EASA Brussels office.

Main achievements in 2012

Application management and procurement services

The first step of the planned revision of the Fees & Charges Regulation was successfully completed through amending regulation No 494/2012, enabling the Agency to charge for new remit activities as of April 2012.

Some 34 high value tendering procedures were managed and signed throughout 2012 covering the procurement needs of the different EASA directorates (See details in Annex 5).

In the field of Certification outsourcing, the second phase of the procurement procedure for National Aviation Authorities and Qualified Entities was successfully completed. New Framework Service Contracts have been signed with 15 NAAs and 10 QEs.

Finance services

The Agency issued all planning and reporting documents on time, complying with the Financial Regulation. The Annual Accounts 2011 were approved by the European Court of Auditors and the European Parliament granted discharge to the Agency for the year 2010.

A financial handbook was produced, providing an overview of all concepts on which the business is run and describing the way the budget and the accounting principles and tools are implemented at the Agency.

The reporting capability was further developed in order to support the Agency's management on the decision making process to efficiently fulfil the Agency's mission. A monthly scoreboard providing Key Performance Indicators (including those of the annual Work Programme) was presented and discussed every month with all Directors in the Executive Committee. Quarterly closings of the accounts, further improvement of the databases, specific reports and analysis allowed close monitoring of both the activities financed by subsidy and by fees and charges.

The internal control system was reinforced by the introduction of ex-post controls. Specific actions were taken (e.g. organisation of finance days, monthly meetings with operational Directorates) to further reinforce the financial awareness and knowledge of the Agency staff. Most of the administrative simplification actions defined in 2011 were implemented.

Legal services

The Legal Department was also heavily involved in supporting the standardisation and legislation drafting functions of the Agency. The Department provided support to the technical/operational functions of the Agency and to all Agency's processes. In particular, the work for the implementation of the Fines and Penalties Regulation should be highlighted, as well as the review of the internal procedures to handle article 14 measures.

The Department has continuously coordinated the Agency's response to requests from accident investigation authorities and judicial authorities in close cooperation with the operational Directorates and external legal counsel. It has coordinated several requests for public access to EASA's documents, responses to European Ombudsman complaints and has played an important part in setting up the framework for structured handling of conflict of interest issues. Furthermore, it has agreed with the European Data Protection Supervisor a roadmap on the compliance with data protection obligation. By year's end 72% of the agreed targets has been reached.

The department had also organised the Agency's defence in the first complete appeals procedure in front of the board of appeal, including arguing the Agency's position in the oral proceedings.

Further, the Department, as part of and leading the EU delegation, hosted in Brussels one of the last meetings of the ICAO Task Force on Safety Information Protection which is nearing its finalisation. The Department also chaired in 2012 the Inter Agency Legal Network.

Communications

The year 2012 was marked by the celebration of the 10th Anniversary of the Agency which gathered more than 700 staff members and representatives from the aviation industry, national aviation authorities, international partner organisations and the European Commission including the EU Commissioner for transport and Mobility.

Human resources

At the end of 2012, EASA employed 614 Temporary Agents (TA), 40 more than the year before. Additionally, 70 Contract Agents (CA) and 11 Seconded National Experts (SNE) were employed at EASA. Altogether EASA concluded 82 new contracts of employment while 29 staff members left the Agency. This resulted in a net increase of 53 staff members. 23 staff members were successful in external or internal selection procedures.

The Agency published 47 vacancies, targeting 38 temporary posts and 12 contract agent positions. 49 selection procedures were finalised corresponding to 41 temporary posts and 10 contract agent positions. Roughly 4.197 applications have been received and more than 433 interviews were conducted.

New contracts concluded 2012 (TA/CA/SNE)	82
Staff members leaving 2012 (TA/CA/SNE)	29
Net staff increase 2012 (TA/CA/SNE)	53
Vacancies published 2012 (TA/CA/SNE)	47
Successful internal candidates (TA)	23

Additionally 16 TA candidates accepted an offer of employment in 2012 and will take up their post during the first months of 2013. Details on the Agency's 2012 staffing figures and demography can be found in **Annex 5**.

Taking into account the labour market conditions and the scarce resources of aviation experts, it is important not only to be attractive for senior experts, but also to qualify young graduates internally. In this context the first call for paid traineeships was launched in autumn 2011 with an intake in spring 2012.

The intakes are typically in spring and autumn. Graduate trainees stay for a duration of up to six months and students, who have completed at least two years of university studies, stay for a duration of three months to a maximum of six months. In total, 13 trainees were selected in 2012 to perform a six months traineeship in a function corresponding to their academic background.

With the aim to ensure the recruitment of sufficient staff with the right technical competences and in the light of the scarce resources of aviation experts in the labour market (as also mentioned above), EASA was represented as employer at various relevant trade fairs in 2012 (AERO Friederichshafen, career days at ILA and career days at Farnborough Airshow).

From May to October 2012, around 40 EASA staff members took part in a mini-pilot on Flexitime and Clock-in/Clock-out (CICO). The launch of the mini-pilot aimed to test the future implementation of the Flexitime and CICO for EASA staff members, but give feedbacks to the Flexitime Project Team (HR, IS and CS Departments) to improve either the functionalities of the IT tools or the Flexitime draft policy. The mini-pilot stopped in October 2012 to give the Flexitime Project Team the time to fine tune both the IT tools supporting the implementation of the Flexitime and CICO and the existing draft policies on the subject. This led to the adoption of the ED Decision 2012/162/E on 17th December 2012 concerning the introduction of flexible working time arrangements ("Flexitime") which will be implemented in EASA on 1st February 2013.

Following the final audit report conducted by the European Court of Auditors (ECA) in 2011, four EU Agencies including EASA were noted for their inadequate or absence of policies on Conflict of Interest. As the reports of the ECA are used in addition to the annual accounts and financial statements by the European Parliament during the annual discharge procedure, it was of the utmost importance for the Agency to have a policy on the prevention and mitigation of Conflict of Interest implemented before the end of 2012, in order to ensure that EASA is granted its discharge for the next exercise. As a result, on the 1st August 2012, the Agency adopted the policy "Code of Conduct for the staff of EASA", which also includes rules related to the "prevention and mitigation of Conflict of Interest" and "Gifts and Hospitality". The adoption and implementation of this policy aims to ensure that EASA staff members act with impartiality, independence and integrity when performing their duties, one of the key principles of the governance of all EU institutions and Agencies. The main measures EASA took to implement this policy in the second semester of 2012 were as follow:

- the requirement for each manager to complete an annual declaration of interest⁶,
- the requirement of the EASA Executive Committee, which includes the Directors, to complete an annual declaration of interest. The Directors' annual declaration of interest have been published on the EASA website,
- the establishment of an Ethical Committee to provide opinions and support to the ED to assess the completed declaration of interest,
- the adoption of rules related to gifts, hospitality and invitations applicable to all staff members,
- the establishment of a mandatory training related to the Code of Conduct and focusing on its annexes for all EASA staff members.

In 2012, 85 staff members (81 TAs and 4 CAs) were proposed for reclassification. The CAs are reclassified directly; 80% of the TAs have successfully met the third language requirement.

The 2012 Pulse Check (2-24 February) was conducted to follow up on the key areas of the full survey from 2011 (response rate 69%). Results have been used in developing the subsequent management training and team building activities, as well as in the preparation of the All Staff meetings, the communication initiatives for the EASA anniversary, and the establishment of the regular HoD meetings, the ED blog etc. Specifically, HoD working groups were set up to develop action plans on the main identified areas for improvement. The working group on Culture and Communication has delivered an input on the Agency culture, a common project between HR, communications and the working group. This input will be used to feed an organisational development workshop early 2013 and to launch a number of consultation initiatives for staff throughout next year.

The pool of Confidential Counsellors has been enlarged by three new counsellors resulting in altogether six active counsellors.

The following tender procedures for HR development projects were run in 2012:

- 1) The job evaluation tender with the objective to have an update of the job matrix of EASA posts and to set up the structure of a job family model. This will support organisational decisions related to restructuring, staff mobility, career paths and succession planning. The implementation will start in Q1/2013;
- 2) The competency framework tender with the objective to develop a competency model tailored to the specificity of the Agency's expertise and to support our HR and management processes. The implementation will start in Q2/2013;
- 3) The tender for Assessment and Development Centres was concluded in Q4/2012. It will support EASA in strengthening the recruitment and development practices for managerial posts;
- 4) Another open tender procedure for the provision of temporary workers was prepared in 2012 and will be published in Q1/2013. Temporary workers are needed to complement EASA's statutory staff due to short/mid-term absences or peak periods which require additional work force.

⁶ Please note that staff member having a position classified as sensitive will be required to complete an annual declaration of interest. This exercise will be launched in 2013.

In December 2012, the ED decided to reorganise the HR function into two departments:

- Personnel Administration to ensure the efficient implementation of all regulatory provisions related to the conditions of employment;
- Professional and Organisational Development to set up a close link between attracting and selecting talent, performance management, training, mobility and the identification of potential to guarantee growth. Competencies will be identified and possible gaps will be addressed, with particular emphasis being placed on expertise needed in the future.

This re-organisation (including the signature of the necessary ED decisions) will be implemented in 2013.

General and Technical Training

General Training

In 2012, a total of 336 General Training courses were organised (thereof 80 language classes and tests) with altogether 2692 participants (thereof 499 in language classes/tests).

The awareness towards management training and team development has increased. A total of 6 team building events were organised. The attendance rate in the annual management training met the compliance KPI of 85%. The appraisal skills training for new reporting officers was also mandatorily followed.

Training on intercultural awareness was continued including standard courses on effective intercultural communication and negotiation, as well as tailored ad-hoc topics for specific areas (Africa, China).

Mandatory training for implementing the policy on the EASA code of conduct was rolled out to all individuals working on EASA premises. Managers (84% attendance) and staff members in sensitive functions (94% attendance) were trained first. Overall, more than 77% of the total target audience was trained in 2012. The training will continue in 2013.

In 2012 the General Training activities were as follows:

		TOTAL
General training sessions	256	336
Language training classes and tests	80	
Attendees in general training	2193	2692
Attendees in language training	499	

Technical Training

To meet the increasing request of timely and ad-hoc training, the following actions were taken in 2012:

- Publication of Technical Training course catalogues on the EASA Web for NAAs, Industry, International NAAs and Academic Institutions to enhance visibility and the use of one-stop registration;
- Publication of an increasing number of e-learning courses including EU/US Safety Agreement, ARIS and IORS;
- Best practice sharing with NAAs through Common Training Initiative Group (CTIG) meetings, and participation to Standardisation and Rulemaking workshops;
- Completion of the general inventory of technical library resources and renewal of key standards publications and electronic subscriptions;
- Training on new ELG e-examination platform for Organisations and NAAs.

The main achievements in 2012 included:

- Increase of e-examination providers to 43 including 13 Member State NAAs;
- New 4 year tender covering 17 lots;

- Implementation of the EASA ELG System for training management and for the e-examination platform with migration of the entire database on EASA's own servers;
- Adoption of new training technologies to cater for an expanding customer base;
- Development and delivery of specialised courses for: CS-23, CS-27/29, FSTD Evaluators, EU/US Safety Agreement, ARIS, ELG System, SAFA database and IORS;
- Presentation to ED of the EASA Training Academy Concept Paper;
- Publication of Aircrew set of e-examinations (10);
- Publication of the 2012 Training Schedule (December 2012).

In 2012 the training activities were as follows:

Training sessions	96
Delivery Days	166
Attendees from EASA	515
Attendees from NAAs	295

Annexes

- **Annex 1: Declaration of Assurance from the Authorising Officer**
- **Annex 2: 2012 Studies and research projects**
- **Annex 3: 2012 Decisions, Opinions and NPAs**
- **Annex 4: Agency's financial performance in 2012 (EASA Budget Implementation)**
- **Annex 5: Procurement procedures launched and/or finalised in 2012**
- **Annex 6: Staffing figures and demography**
- **Annex 7: Key Performance Indicators**
- **Annex 8: EASA Management Board**
- **Annex 9: List of acronyms**

Annex 1: Declaration of Assurance from the Authorising Officer

I, the undersigned, Patrick Goudou, Executive Director of the European Aviation Safety Agency, in my capacity as Authorising officer,

- Declare that the information contained in this report gives a true and fair view⁷.
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the annual review of the internal control and the lessons learnt from the last report of the Internal Audit Service and the reports of the Court of Auditors for years prior to the year of this declaration.

- Confirm that I am not aware of anything not reported which could harm the interests of the Agency.
- Confirm that appropriate measures have been taken after the IAS audit, in order to meet the main recommendations that have been formulated.

Patrick Goudou,
Executive Director of the European Aviation Safety Agency

⁷ True and fair view in this context means a reliable, complete and correct picture of the state of affairs.

Annex 2: 2012 Studies and research projects

In 2012, the following 9 projects, each of 6 to 11 months duration, were decided to be funded by the Agency following a successful tendering process and for a total budget of € million (943.600 € for BL3903 + 0 K€ for BL3600) :

• MASH - Metallurgical Analysis of Standard Hardware parts
• WATUS-III — Wake Turbulence Separation for Large Aircraft
• VHM — Vibration health or alternative monitoring technologies for helicopters
• COTS-AEH — Use of complex COTS (Commercial-Off-The-Shelf) in airborne electronic hardware – failure mode and mitigation
• APAG — Aircraft Parachutes for General Aviation
• COCAM — “Comparison and harmonisation of Aircraft Collision Avoidance System (ACAS) event monitoring performed by National Aviation Authorities (NAAs) and Air Navigation Service Providers (ANSPs)”
• HELMGOP II - Helicopter Main Gearbox loss of Oil Performance optimisation
• ICAR — Ice Accretion and Release in Fuel
• EROMDAT — Engine Rotor Material Damage Tolerance

In 2012 the Agency received and accepted the final reports of the following projects:

• CODAMEIN II - Blunt impact (high-energy) on composite panels - extension of 1st project
• FUAD – Fuel anti-ice additives for civil jet aircraft
• HELMGOP - Helicopter Main Gearbox loss of Oil Performance optimisation
• HFOD - Study of Helicopter Foreign Object Damage tolerance (tail rotor)
• HDVE -Helicopter Flight in Degraded Visual Environment
• HighIWC- Ice Water Content of clouds at High altitude
• MULCORS - Use of MULTicore proCessORs in airborne Systems
• NGW - Near-ground wind gust detection
• RECAT – review of proposed changes to the aircraft categorisation and separation minima used for wake turbulence separation
• SHARDELD - Safety Implications from the use of HARDware Development tools for programmable Airborne Electronic Hardware
• SISA - Scoping Improvement to 'See and Avoid' principle used by General Aviation
• WATUS-II – wake turbulence separation for new large aircraft – extension of the initial study
• SEBED-II - Seat Belt Degradation , extension of the initial project for additional tests
• Principles and guidelines relative to the design of checklists and working methods in the cockpit *
• Continuous friction measuring equipment (CFME) – use on contaminated surfaces
• SAMPLE III: Aircraft Particulate Matters SC-2

* Performed by a trainee student during his internship

The reports are available for view and download on the Agency's research internet page⁸

⁸ See <http://easa.europa.eu/safety-and-research/research-projects/reports.php> .

Annex 3: 2012 Decisions, Opinions and NPAs

Decisions

Decision	Task number	Subject
Decision 2012/001/R	25.035	Cabin environment – Air Quality
Decision 2012/002/R	RMT.152 (ATM.002 b)	Introduction of ACAS II software version 7.1 Update of AMC-20
Decision 2012/004/R	66.004 66.006 66.009 66.011 66.022	Advanced vision systems HUD/EVS/SVS/CVS
Decision 2012/005/R	OPS.001	AMC and GM for Cabin Crew in Commercial Air Transport Operations
Decision 2012/006/R Decision 2012/007/R	RMT.0187 (FCL.001 b) RMT.0289 (OPS.001 b)	AMC & GM to Part-ARA and PART-ORA
Decision 2012/008/R	RMT.0052 (25.039)	Type and number of Passenger Emergency Exits
	RMT.0057 (25.055)	Fuel System Low Level Indication / Fuel Exhaustion
	RMT.0273 (MDM.071)	Halon — Update of CSs to comply with EC regulations
Decision 2012/009/R	RMT.0186 (ETSO.008)	Systematic review and transposition of existing FAA TSO standards for parts and appliances into EASA ETSO
Decision 2012/010/R Decision 2012/011/R	RMT.0187 (FCL.001 b)	Implementing rules for pilot licensing – CS-FSTD(A) and CS-FSTD(H)
Decision 2012/012/R	RMT.0273	Halon — Update of CSs in order to comply with EC regulations
Decision 2012/013/R	N/A	Rulemaking programme 2013-2017
Decision 2012/014/R	RMT.0444 (20.006 c)	General Acceptable Means of Compliance for Airworthiness of Products, Parts and Appliances (AMC-20) APV/LPV RNAV
Decision 2012/015/R Decision 2012/016/R Decision 2012/017/R Decision 2012/018/R Decision 2012/019/R	RMT.0289 (OPS.001 b)	AMC & GM to Part-21 Issue 2, to Part-ARO, to Part-SPA, to Part-CAT, to Part-ORO
Decision 2012/020/R	RMT.0101 (21.024 c) RMT.0102 (21.027 b)	AMC and GM TO PART 21 21A.431(d) Changes and repair to ETSO article Subpart J DOA - AMC/GM
Decision 2012/021/R	27&29.002 a	CS for Small Rotorcraft ('CS-27') Damage Tolerance & Fatigue Evaluation of Metallic Rotorcraft Structures
Decision 2012/022/R	27&29.002 a + b RMT.0124 (27&29.019) RMT.0273 (MDM.071)	CS for Large Rotorcraft ('CS-29') Damage Tolerance & Fatigue Evaluation of Metallic Rotorcraft Structures Damage Tolerance and Fatigue Evaluation of Composite Rotorcraft Structures Vibration Health Monitoring Halon — Update of CSs in order to comply with EC regulations

Opinions

Opinions	Task number	Subject
Opinion 01/2012	RMT.0428 (OPS.001 a)	Implementing rules for air operations
Opinion 03/2012		
Opinion 02/2012		
Opinion 04/2012	RMT.0440 (OPS.055 a)	FTL requirements for CAT aeroplane
Opinion 05/2012	RMT.0290 (OPS.004 a)	Implementing rules for the oversight of third country aircraft
Opinion 06/2012	RMT.0244 (MDM.047)	Alignment of Regulation No (EC) 2042/2003 with Regulation (EC) No 216/2008 and with ICAO Annex 6 requirement for human factor principles to be observed in the design and application of the aircraft maintenance programme

NPA's

NPA	Task number	Subject
A-NPA 2012-01	RMT.0378 (ATM.021 a)	Harmonised Transition Altitude
NPA 2012-02	RMT.0001 (20.002)	Airworthiness and operational criteria for the approval for Electronic Flight Bags (EFBs)
NPA 2012-03	RMT.0093 (145.017)	Control of suppliers of components, parts and appliances used in maintenance
NPA 2012-04	RMT.0222 (MDM.020)	Definition of "critical systems"
NPA 2012-05	RMT.0105 (21.039(d))	Certification Specifications for Flight Crew
NPA 2012-06	RMT.0416 / RMT.0417 (OPS.009 a + b)	Sterile flight deck procedures
NPA 2012-07	RMT.0460	Guidance material for development of a safety risk assessment for flight operations with known or forecast volcanic cloud contamination
NPA 2012-08	RMT.0393 (OPS.097 a)	Airworthiness and operational aspects for maintenance check flights
NPA 2012-09	RMT.0109 (21.039 j)	Elaboration and adoption in the Community framework, of additional airworthiness specifications for a given type of aircraft and type of operation. (CS-MMEL other-than-complex motor-powered aircraft)
NPA 2012-10	RMT.0148 (ATM.001 a)	Transposition of Amendment 43 to Annex 2 to the Chicago Convention on remotely piloted aircraft systems (RPASs) into common rules of the air
NPA 2012-11	RMT.0462	Transposition of ED-12C/DO-178C in EASA AMC 20-115 (software considerations for airborne systems and equipment)
NPA 2012-12	RMT.0327 / RMT.0328 (OPS.058 a + b)	Transfer of JAA cabin safety tasks
NPA 2012-13	RMT.0110 / RMT.0487 (21.039 k)	Additional airworthiness specifications for operations – Transposition of JAR-26 into CS-26
NPA 2012-14	RMT.0149 (ATM.001 b)	Acceptable Means of Compliance and Guidance Material to Part-SERA
NPA 2012-15	RMT.0135 / RMT.0165 (66.027 a + b)	Maintenance licences for: Avionics for light aircraft, ELA1 aeroplanes, aircraft other than aeroplanes and helicopters. Creation of a license for avionics engineers
NPA 2012-16	RMT.0186 (ETSO.008)	Systematic review and transposition of existing FAA TSO for parts and appliances into EASA ETSO
NPA 2012-17	RMT.0463 RMT.0547	General aviation task force rulemaking
NPA 2012-18	RMT.0153 / RMT.0154 (ATM.003 a + b)	Requirements on Air Traffic Controller licensing
NPA 2012-19	RMT.0559 (20.016)	Approval requirements for Air-Ground Data Link and ADS-B in support of Interoperability requirements
NPA 2012-20	RMT.0584	Amendment of the AMC/GM for pilot medical certification
A-NPA 2012-21	RMT.0364 (MDM.089)	'Volcanic ash ingestion in turbine engines'
NPA 2012-22	25.058	Large Aeroplane CS in Supercooled Large Drop, Mixed phase, and Ice Crystal Icing Conditions — Advisory Material
NPA 2012-23	RMT.0179 (E.009)	Ice Protection - Turbine Engine CSs in Icing Conditions - Advisory Material
NPA 2012-24	RMT.0081 (31.004)	Tethered Gas Balloons

Annex 4: Agency's financial performance in 2012 (EASA Budget Implementation) ⁹

4.1. Preliminary Budgetary Outturn Account for 2012 *(All figures in thousands of euros - € '000).*

The budget accounts give a detailed picture of the implementation of the budget. They are based on the modified cash accounting principle.

REVENUE	2012	2011
Commission subsidy (for the operating budget -Titles 1,2 and 3 - of the agency)	35.728	35.192
Phare funds from Commission	2.924	946
Other contributions and funding received via the Commission	1.514	1.525
Fee income	74.241	71.978
Other revenue	727	1.308
TOTAL REVENUE (a)	115.132	110.949
EXPENDITURE		
Title I: Staff	64.276	57.911
Title II: Administrative Expenses	13.563	13.871
Title III: Operating Expenditure excluding assigned revenues from Fees and charges	56.812	51.442
Assigned revenue carried over from F&C	24.197	25.226
TOTAL EXPENDITURE (b)	158.848	148.450
OUTTURN FOR THE FINANCIAL YEAR (a-b)	- 43.716	- 37.501
Cancellation of unused payment appropriations carried over from previous year	1.612	2.526
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	42.177	36.349
Exchange differences for the year (gain +/-loss -)	- 12	- 13
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	62	1.361
Balance year N-1	1.361	1.565
Positive balance from year N-1 reimbursed in year N to the Commission	- 1.361	- 1.565
Result used for determining amounts in general accounting	62	1.361
Commission subsidy - agency registers accrued revenue and Commission accrued expense	35.666	33.830
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1	62	1.361
Not included in the budget outturn:		
Interest generated by 31/12/N on the Commission subsidy funds and to be reimbursed to the Commission (liability)	0.055	0.059

⁹ The final report from the European Court of Auditors on the EASA 2012 accounts is expected to be received in June 2012.

In 2012, the Agency has used only non-differentiated appropriations.

The total consumption of commitment appropriations reached 158.848 K€ (148.450 K€ in 2011), of which 132.280 K€ (121.966 K€ in 2011) have been committed and 26.568 K€ (26.484 K€ in 2011) on credit appropriations from assigned revenue were automatically carried over as per Article 10 of the EASA Financial Regulation.

The total consumption of payment appropriations reached 158.848 K€ (148.450 K€ in 2011), of which 106.118 K€ (93.917 K€ in 2011) have been paid and 52.731 K€ (54.533 K€ in 2011) were automatically carried over (26.163 K€ on commitments and 26.568 K€ on credit appropriations from assigned revenue).

The credit appropriations from assigned revenue of 26.568 K€, which were carried over automatically, are composed of 24.197 K€ external assigned revenue from Fees and Charges and 2.371 K€ from other assigned revenue.

Appropriations corresponding to earmarked revenues of 4.437 K€, to continue with technical assistance and cooperation projects with third countries, were estimated and authorised in the Final Budget for 2012. The amounts actually received and carried over from 2011 totalled 3.960 K€ of which 1.853 K€ were committed and 2.107 K€ credit appropriations have been automatically carried over to 2013.

Operational expenditure increased by 4.341 €K in 2012 to 81.009 €K (76.668 €K in 2011) in line with increased activity levels mainly in the area of certification activities. As a percentage of the Agency's overall budget, operational expenditure remained stable during 2011 and 2012 at 51.6% and 50.0% respectively, however, part of the operational appropriations were used for IT projects. To better reflect the evolving nature of such expenditure in the budget, it has been decided to classify such appropriations as administrative in the future.

The overall budget implementation rate for 2012 reached 97.06%.

4.2. Preliminary 2012 Budget Implementation (All figures in thousands of euros - € '000).

	2012		2011	
TITLE I – Staff expenses				
	Payments	Commitment	Payments	Commitment
Budget appropriation - C1+R0+C4+C5(1)	66.743	66.743	58.658	58.658
Committed	-	64.265	0	57.911
Paid	63.520	-	57.212	0
Automatic carryovers	756	-	699	0
Total expenditure/commitment (2)	64.276	64.265	57.911	57.911
Appropriations carried over from assigned revenue (3)	-	11	0	0
Cancelled	2.467	2.467	747	747
% used on budget appropriation (2+3)/(1)	96.30%	96.30%	98,73%	98,73%

TITLE II – Administrative expenses				
Budget appropriation - C1+R0+C4+C5(1)	14.193	14.193	14.359	14.359
Committed	-	13.559	0	13.871
Paid	10.198	-	9.931	0
Automatic carryovers	3.365	-	3.940	0
Non-automatic carryovers	-	-	0	0
Total expenditure/commitment (2)	13.563	13.559	13.871	13.871
Appropriations carried over from assigned revenue (3)	-	3.567.660	0	0
Cancelled	630	630	488	488
% used on budget appropriation (2+3)/(1)	95.56%	95.56%	96,60%	96,60%
TITLE III – Operating expenses				
Budget appropriation - C1+R0+C4+C5(1)	82.726	82.726	77,245	77,245
Committed	-	54.456	0	50.184
Paid	32.399	-	26.774	0
Automatic carryovers	48.610	-	49.894	0
Non-automatic carryovers	-	-	0	0
Total expenditure/commitment (2)	81.009	54.456	76.668	50.184
Appropriations carried over from assigned revenue (3)	-	26.553	0	26,484
Cancelled	1.716	1.716	577	577
% used on budget appropriation (2+3)/(1)	97.93%	97.93%	99,25%	99,25%
TOTAL				
Budget appropriation - C1+R0+C4+C5(1)	163.661	163.661	150.262	150.262
Committed	-	132.280	0	121.966
Paid	106.118	-	93.917	0
Automatic carryovers	52.731	-	54.533	0
Non-automatic carryovers	-	-	0	0
Total expenditure/commitment (2)	158.848	132.280	148.450	121.966
Appropriations carried over from assigned revenue (3)	-	26.568	0	26.484
Cancelled	4.813	4.813	1.812	1.812
% used on budget appropriation (2+3)/(1)	97.06%	97.06%	98,79%	98,79%

4.3. Preliminary Economic Outturn Account 2012 *(All figures in thousands of euros - € '000).*

The financial statements show all charges and income for the financial year based on accrual accounting rules complying with the EC Accounting Rules.

4.3.1. Aggregated Fees and Charges and subsidy

	2012	2011
OPERATING REVENUE		
Fees and Charges	76.600	68.799
Contributions from EC entities (incl Int.Tech.Coop.)	36.549	34.552
Recuperation of expenses	751	573
Other	-	-
Contribution from EFTA countries / 3 rd countries	994	980
TOTAL OPERATING REVENUE	114.895	104.884
OPERATING EXPENSES		
Staff expenses	- 63.925	- 55.747
Building and related expenses	- 8.325	- 8.859
Other expenses	- 6.511	- 5.769
Depreciation and write offs	- 3.293	- 3.152
Outsourcing and contracting activities	- 36.942	- 31.476
TOTAL OPERATING EXPENSES	- 118.996	- 105.003
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	- 4.101	- 119
NON OPERATING REVENUES (EXPENSES)		
Financial operations revenues	-	-
Interest received from third parties	519	598
Financial operations expenses	- 29	-
Interest paid to third parties	- 4	- 70
SURPLUS / (DEFICIT) FROM NON OPERATING ACTIVITIES	486	528
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	3.615	409
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS	-	-
NET SURPLUS FOR THE PERIOD	3.615	409

4.3.2. Fees and Charges only

	2012	2011
OPERATING REVENUE		
Fees and Charges	76.600	68.779
Contributions from EC entities (incl Int.Tech.Coop.)	-	-
Recuperation of expenses	470	242
Other	-	-
Contribution from EFTA countries / 3 rd countries	-	-
TOTAL OPERATING REVENUE	77.071	69.020
OPERATING EXPENSES		
Staff expenses	- 39.371	- 33.950
Building and related expenses	- 5.238	- 5.469
Other expenses	- 4.048	- 3.511
Depreciation and write offs	- 2.166	- 2.051
Outsourcing and contracting activities	- 27.689	- 24.103
TOTAL OPERATING EXPENSES	- 78.511	- 69.084
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	- 1.440	- 62
NON OPERATING REVENUES (EXPENSES)		
Financial operations revenues	-	-
Interests received from third parties	519	598
Financial operations expenses	- 19	-
Interests & charges paid to third parties	- 3	- 42
SURPLUS / (DEFICIT) FROM NON OPERATING ACTIVITIES	498	556
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	- 943	493
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS	-	-
NET SURPLUS FOR THE PERIOD	- 943	493

4.3.3 Subsidy only

	2012	2011
OPERATING REVENUE		
Fees and Charges	-	-
Contributions from EC entities (incl Int.Tech.Coop.)	36.549	34.552
Recuperation of expenses	280	331
Other	-	-
Contribution from EFTA countries / 3 rd countries	994	980
TOTAL OPERATING REVENUE	37.824	35.863
OPERATING EXPENSES		
Staff expenses	- 24.554	- 21.797
Building and related expenses	- 3.087	- 3.391
Other expenses	- 2.463	- 2.258
Depreciation and write offs	- 1.127	- 1.101
Outsourcing and contracting activities	- 9.253	- 7.373
TOTAL OPERATING EXPENSES	- 40.485	- 35.920
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	- 2.661	- 57
NON OPERATING REVENUES (EXPENSES)	-	-
Financial operations revenues	-	-
Interests received from third parties	-	-
Financial operations expenses	- 10	-
Interests & charges paid to third parties	- 1	- 28
SURPLUS / (DEFICIT) FROM NON OPERATING ACTIVITIES	- 11	- 28
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	- 2.672	- 84
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS	-	-
NET SURPLUS FOR THE PERIOD	- 2.672	- 84

Annex 5: Procurement procedures launched and/or finalised in 2012

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of Contract	Contract Ref	Successful Tender	Total (max) value	Contract Signature	STATUS
S	NP	EASA.2011.NP.21		Technical Training - Lot 15 Composite Advanced Repairs	Framework	EASA.2012.FC01	Lufthansa Technical Training	150.000,00 €	05/04/2012	COMPLETE
E	NP	E.5.2012.NP.01		Medical Support to EASA Staff Members	Framework	E.5.2012.FC01	Dr Med. Walter Heimbach	60.000,00 €	18/04/2012	COMPLETE
E	NP	E.2.2012.NP.01		Flight Data Analysis & Animation System Software Annual Support	Framework	E.2.2012.FC01	CAE Flight scape Inc.	22.044,00 €	19/07/2012	COMPLETE
E	OP	EASA.2012.OP.01		Assessment Centres and Development Centres	Framework	EASA.2012.FC16	Hudson Belgium NV (i)	1.500.000,00 €	06/12/2012	COMPLETE
						EASA.2012.FC17	Profil M - Beratung fuer Human Resources Management GmbH & Co. KG (ii)			
						EASA.2012.FC18	ifp – Institut für Managementdiagnostik Will und Partner GmbH & Co. KG (iii)			
						EASA.2012.FC19	Cubiks Netherlands BV (iv)			
						EASA.2012.FC20	SHL Deutschland GmbH (v)			
E	OP	EASA.2012.OP.02	Lot 1 (i)	Off-set digital printing and copying services	Framework	EASA.2012.FC07	Imprimerie Centrale S.A.	300.000,00 €	04/12/2012	COMPLETE
			Lot 1 (ii)			EASA.2012.FC08	Grafische Werkstatt Druckerei und Verlag Gebr. Kopp GmbH & Co. KG		18/01/2013	

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of Contract	Contract Ref	Successful Tender	Total (max) value	Contract Signature	STATUS
E	OP	EASA.2012.OP.02	Lot 2 (i)	Layout and production services	Framework	EASA.2012.FC09	Imprimerie Centrale S.A.	600.000,00 €	30/10/2012	COMPLETE
			Lot 2 (ii)			EASA.2012.FC10	Phoenix Design Aid		29/10/2012	
			Lot 2 (iii)			EASA.2012.FC11	Thomas Zimmer		05/02/2013	
E	OP	EASA.2012.OP.02	Lot 3 (i)	Design and production services	Framework	EASA.2012.FC12	Imprimerie Centrale S.A.	400.000,00 €	14/11/2012	COMPLETE
			Lot 3 (ii)			EASA.2012.FC13	Saatchi & Saatchi Brussels		06/12/2012	
			Lot 3 (iii)			EASA.2012.FC14	Thomas Zimmer		05/02/2013	
R	OP	EASA.2012.OP.03		Consultancy services in support of EASA International Technical Co-operation activities	Framework	EASA.2012.FC22	consortium CAA International Ltd, Egis Avia, SENASA	6.000.000,00 €	22/11/2012	COMPLETE
F	OP	EASA.2012.OP.04		Besetzung der Poststelle und der Warenannahme der Europäischen Agentur für Flugsicherheit	Framework	EASA.2012.FC24	Deutsche Post InHaus Services GmbH	1.500.000,00 €	18/12/2012	COMPLETE
R	OP	EASA.2012.OP.06	Lot 1 (i)	Legal advice in lease and services related to building premises	Framework	EASA.2012.FC45	CMS Hasche Sigle	600.000,00 €	01/03/2013	COMPLETE
			Lot 1 (ii)			EASA.2012.FC46	Bird & Bird LLP		06/03/2013	
R	OP	EASA.2012.OP.06	Lot 2 (i)	Legal advice in lease and services related to building premises	Framework	EASA.2012.FC48	Bird & Bird LLP	100.000,00 €	06/03/2013	COMPLETE
			Lot 2 (ii)			EASA.2012.FC49	DLA Piper UK LLP		08/03/2013	
			Lot 2 (iii)			EASA.2012.FC50	CMS Hasche Sigle		07/03/2013	

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of Contract	Contract Ref	Successful Tender	Total (max) value	Contract Signature	STATUS
F	OP	EASA.2012.OP.07		Security & Reception Services (both incl. related services) at the European Aviation Safety Agency in Cologne	Framework	EASA.2012.FC06	Gegenbauer Sicherheitsdienste GmbH	4.000.000,00 €	22/11/2012	COMPLETE
R	OP	EASA.2012.OP.09		Study on single-engined helicopter operations over a hostile environment	Framework	EASA.2012.C04	Advanced Logistics Group S.A.U. (leader)	166.000,00 €	08/10/2012	COMPLETE
E	NP	EASA.2012.NP.10		Verification of the methodology and results of the determination of new fee tariffs for the EASA Fees and Charges Regulation	Direct	EASA.2012.C05	Cranfield University	100.000,00 €	29/08/2012	COMPLETE
R	NP	EASA.2012.NP.11		Provision of Assistance for the use of Technical Standards and Technology	Framework	EASA.2012.FC02	EUROCAE - The European Organisation for Civil Aviation Equipment	300.000,00 €	01/08/2012	COMPLETE
		EASA.2012.OP.12		Umzugs- und Hausmeisterdienste für die Europäische Agentur für Flugsicherheit	Framework	EASA.2012.FC23	Gepe Gebäudedienste Peterhoff GmbH	1.000.000,00 €	07/12/2012	COMPLETE
E	OP	EASA.2012.OP.13		VHM - Vibration health or alternative monitoring technologies for helicopters	Direct	EASA.2012.C05	Cranfield University	150.000,00 €	30/10/2012	COMPLETE
E	OP	EASA.2012.OP.14		ICAR — Ice accretion and release in fuel systems	Direct	EASA.2012.C25	Airbus Operations Limited	200.000,00 €	18/12/2012	COMPLETE
E	OP	EASA.2012.OP.17		Development and maintenance of a data warehouse for aviation production data	Framework	EASA.2012.FC26	Ingenieria De Sistemas Para La Defensa de Espana S.A. (ISDEFE)	184.329,74 €	07/12/2012	COMPLETE
S	OP	EASA.2012.OP.18	Lot 1	Technical Training – Lot 1: Safety Management System for Evaluators	Framework	EASA.2012.FC31	CAA International Ltd	150.000,00 €	21/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 3	Technical Training - Lot 3: Auditing Techniques for Regulators	Framework	EASA.2012.FC32	Baines Simmons Ltd	150.000,00 €	20/02/2013	COMPLETE

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of Contract	Contract Ref	Successful Tender	Total (max) value	Contract Signature	STATUS
S	OP	EASA.2012.OP.18	Lot 4	Technical Training - Lot 4: Advanced Human Factors	Framework	EASA.2012.FC33	Baines Simmons Ltd	150.000,00 €	20/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 5	Technical Training - Lot 5: Human Factors in Aircraft Maintenance	Framework	EASA.2012.FC34	Baines Simmons Ltd	150.000,00 €	20/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 6	Technical Training - Lot 6: Just Culture in Aviation Safety	Framework	EASA.2012.FC35	Baines Simmons Ltd	150.000,00 €	20/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 7	Technical Training - Lot 7: Airport Safety Management System	Framework	EASA.2012.FC36	Stichting Beheer JAA Training Organisation (JAA TO)	150.000,00 €	25/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 8	Technical Training - Lot 8: Aircraft Accident Investigation	Framework	EASA.2012.FC37	Stichting Beheer JAA Training Organisation (JAA TO)	150.000,00 €	25/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 9	Technical Training - Lot 9: Safety Assessment for Aircraft Systems	Framework	EASA.2012.FC38	R.G.W.Cherry & Associates	150.000,00 €	19/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 10	Technical Training - Lot 10: Practical Application of Safety Assessment for Aircraft Systems	Framework	EASA.2012.FC39	R.G.W.Cherry & Associates	150.000,00 €	19/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 13	Technical Training - Lot 13: Engineering and Maintenance in Air Transport Operations	Framework	EASA.2012.FC40	Baines Simmons Ltd	150.000,00 €	20/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 14	Technical Training - Lot 14: Non Destructive Testing Auditing	Framework	EASA.2012.FC41	CAA International Ltd	150.000,00 €	21/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 15	Technical Training - Lot 15: Special Operating Rules	Framework	EASA.2012.FC42	ML Consulting Schulung, Service & Support GmbH	150.000,00 €	25/02/2013	COMPLETE
S	OP	EASA.2012.OP.18	Lot 17	Technical Training - Lot 17: Oversight Techniques for Regulators	Framework	EASA.2012.FC44	Continuous Security GmbH	150.000,00 €	20/02/2013	COMPLETE

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of Contract	Contract Ref	Successful Tender	Total (max) value	Contract Signature	STATUS
E	OP	EASA.2012.OP.19		EROMDAT - Engine Rotor Material Damage Tolerance	Direct	EASA.2012.C29	Consortium Ecole Nationale Supérieure de Mécanique et d'Aérotechnique (ENSMA), University of Oxford, SNECMA S.A., TURBOMECA S.A. Rolls Royce plc., Rolls Royce Deutschland Ltd & Co KG, MTU Aero Engines GmbH	250.000,00 €	21/12/2012	COMPLETE
E	OP	EASA.2012.OP.20		APAG - Aircraft Parachutes for General Aviation	Direct	EASA.2012.C27	NLR	65.000,00 €	17/12/2012	COMPLETE
E	OP	EASA.2012.OP.22		COCAM - Comparison and harmonisation of ACAS event monitoring performed by NAAs and ANSPs	Direct	EASA.2012.C28	Egis Avia	55.600,00 €	20/12/2012	COMPLETE
E	OP	EASA.2012.OP.26		COTS-AEH — Use of complex COTS (Commercial-Off-The-Shelf) in airborne electronic hardware – failure mode and mitigation	Direct	EASA.2012.C15	Thales Avionics S.A.S	98.000,00 €	14/11/2012	COMPLETE
E	OP	EASA.2012.OP.28		Job Evaluation – Continued Consultancy and Maintenance/Update of the EASA Job Matrix	Framework	EASA.2012.FC21	Hay Group sa/nv	200.000,00 €	13/12/2012	COMPLETE
E	OP	EASA.2012.OP.32		Development of EASA Competency Framework	Framework	EASA.2012.FC51	PwC EU Services EESV	600.000,00 €	25/02/2013	COMPLETE
E	NP	EASA.2012.NP.35		HELMGOP II	Direct	EASA.2012.C30	Cranfield University	45.000,00 €	09/01/2013	COMPLETE

TYPE OF PROCEDURE	
NP	Negotiated procedure
RP	Restricted procedure
OP	Open procedure

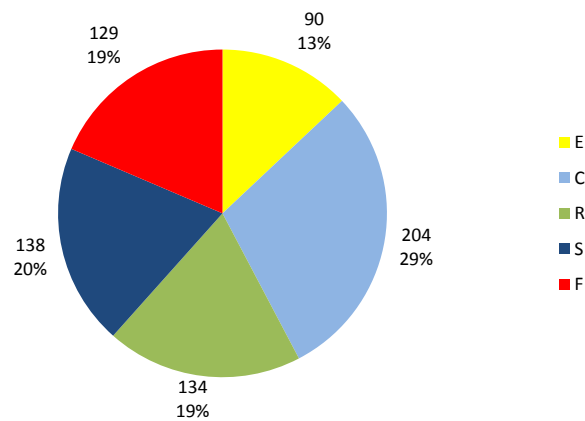
Annex 6: Staffing figures and demography

This part provides analysis and statistics of the staff employed at the end of the reporting period, according to different parameters such as nationality, gender and age. For all tables in this part, figures reflect the situation on 31.12.2012.

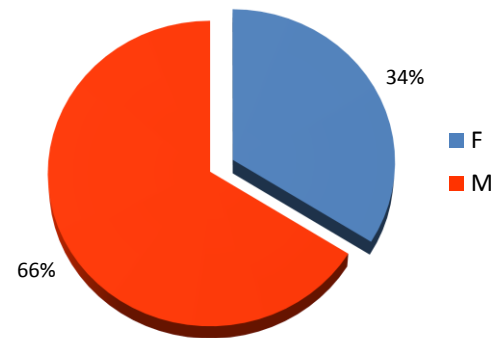
Figure 1: Establishment Plan

Category/ Grade	Filled Posts on 31.12.2011	Establishment plan 2012	Filled Posts on 31.12.2012	Occupation rate on 31.12.2012
AD	443 *	499	480 *	96%
16		1		
15	2	1	2	
14	5	11	5	
13	8	19	9	
12	21	35	21	
11	14 *	53	15 *	
10	55	72	70	
9	78	102	73	
8	73	91	85	
7	98	65	105	
6	73	45	78	
5	16	4	17	
AST	130	135	133	99%
8		1		
7		6		
6	2	15	2	
5	7	31	10	
4	24	32	23	
3	52	27	52	
2	29	18	32	
1	16	5	14	
Total	573 *	634	613 *	97%

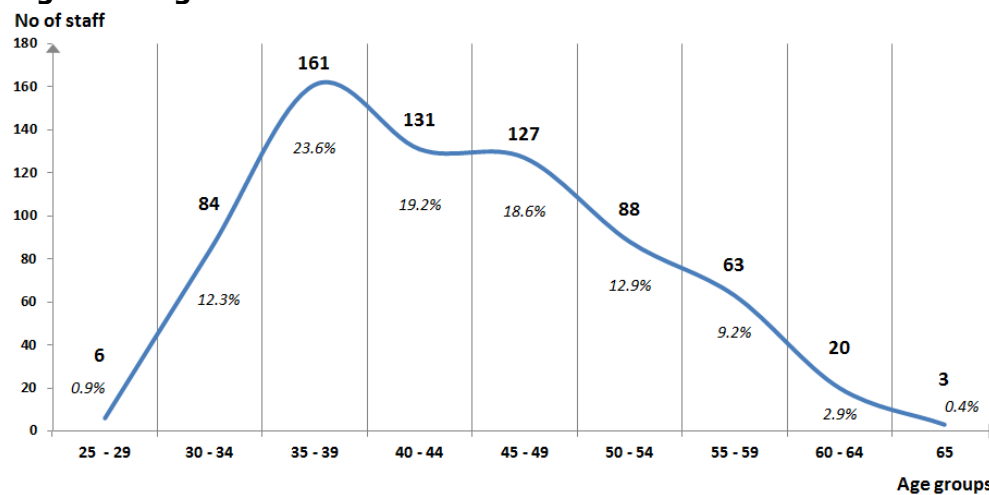
- Only Temporary Agent (TA) posts are considered in the table. This table shows the filled posts at the end of the reporting period and not the number of employed staff. It has to be noted that two structural part time pilots occupy only one post. Therefore, EASA employs 614 temporary agents while filling in 613 posts. In addition, 70 Contract Agents (CA) and 11 Seconded National Experts (SNE) have been employed at the end of 2012;
- All posts authorised in the EASA Establishment Plan are defined as "Temporary";
- It should be noted that it is possible in EU institutions to "under-occupy" posts which means to fill a post with a staff member whose contractual grade is lower than the theoretical grade attached to the post. In fact, the distribution of grades in the Establishment Plan corresponds to the "highest" authorised distribution of contractual grades, where the filled posts are counted from the highest to the lowest with a cascading mechanism.

Figure 2: Staff distribution by Directorate

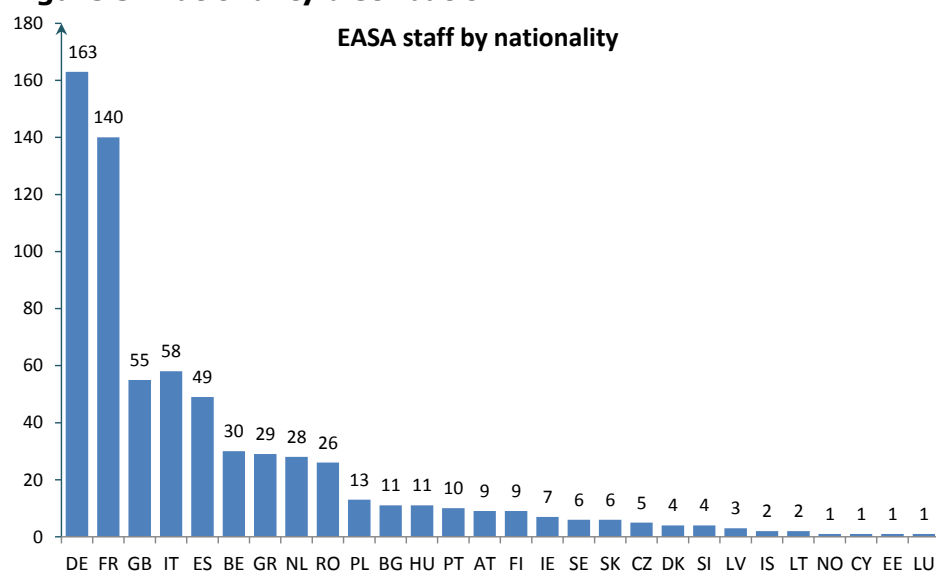
Staff considered: TA, CA, SNE.

Figure 3: Gender distribution

Staff considered: TA, CA, SNE.

Figure 4: Age distribution

Staff considered: TA, CA.

Figure 5: Nationality distribution

Staff considered: TA, CA.

Annex 7: Key Performance Indicators

SAFETY STRATEGY AND EASP, AND SAFETY ANALYSIS AND RESEARCH

Objective	KPI	Target 2011	Target 2012	Result 2012
Improve the timely availability and enhance the content of the Annual Safety Review	Release date is advanced, indicators are enhanced range and detail are improved	Content complete and approved by 25 April	Content complete and approved by 25 April	Achieved, new chapter on Aerodromes added
Establish and maintain an Internal Occurrence Reporting System	Effective provision of safety information to interested parties / decision makers through specific reports and bulletins.	IORS functions with 5 top reporting organisations	IORS fully operational	Full operation achieved in February 2012
Improve Agency's response to formal Safety Recommendations	Percentage of new Safety Recommendations answered in not more than 90 days	97%	97%	100%
Coordinated, measured and timely responses to major fatal civil aviation accidents	Detailed follow-up and actively support investigations to determine the best corrective action plan	Ability to respond to 10 major civil aviation accidents	Ability to respond to 10 major civil aviation accidents	Follow-up 6 major fatal accidents
Improve the planning and implementation rate of planned actions	EASP. Tracking of action plan implementation showing that actions are being addressed in the year they are due	ECAST Working Groups deliver product, EHEST implements action plan; EGAST publishes safety promotion materials	ECAST Working Groups deliver products, EHEST implements action plan; EGAST publishes safety promotion materials	On track. Performance is audited as part of the Agency's Integrated Management System

REGULATION

Note: the figures related to FTEs are extracted from the timesheet application. We envisage having more consistent data (with regard to actual FTEs) in the near future. The estimations will be revised in line with the results and following years' business.

Objective	KPI	Target 2011	Target 2012	Result 2012
Increasing communication and cooperation with the stakeholders	- Number of events organised	25 events	26 events	24 events
	- Percentage of positive feedback received from stakeholders' on the contents and organisation of the events	65%	65%	61%
	- Full Time Equivalents spent in supporting industry as percentage of planned FTEs	20 FTEs	11 FTEs	3 FTEs
	- Percentage of the number of correspondence from Industry, Member States and Commission provided on time	60%	60%	95,8%
Having a proactive approach towards ICAO, Member States, EU	- Percentage of participation in relevant ICAO safety	98%	90%	100%

Institutions in order to take a leading role in preparing rules and setting safety objectives	and environmental panels - Percentage of the number of Exemptions answered on time - Full Time Equivalents as percentage of planned FTEs spent in supporting the: o Commission (EC) o Member States (MS) o Third countries (TC)	60% 15 FTEs o 4 EC o 5 MS o 6 TC	60% 7,38 FTEs o 2,46 EC o 2,46 MS o 2,46 TC	60,2% 14,3 FTEs o 0,8 EC o 2,45 MS o 11 TC
Implementing the adopted Rulemaking Work programme (Year N – N+3)	- Percentage of implementation of the Rulemaking Programme - Full Time Equivalents spent on production of rules as percentage of planned FTEs	95% 35 FTE	95% 35,67 FTEs	112,5% 31,3 FTEs
Improving/streamlining the Rulemaking processes	- Full Time Equivalents spent on improving the processes managed by Rulemaking as percentage of planned FTEs	30% FTEs	6,15 FTEs	1,2 FTEs

PRODUCT SAFETY OVERSIGHT

Objective	KPI	Target 2011	Target 2012	Result 2012
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	90%	90%	84,82%
Internalise certification project and CAW tasks in line with internalisation policy	Internal hours as a percentage of total hours	72%	74%	76,02%
Improve efficiency of technical staff	Share of technical hours (project work) as a percentage of total hours	77%	78%	83,52%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	75%	75%	n/a

ORGANISATION APPROVALS

Objective	KPI	Target 2011	Target 2012	Result 2012
Establish means of NAA surveillance performance checks in order to ensure common application of organisation's surveillance; this is regardless of whether surveillance will be performed by EASA or a NAA on its behalf	Number of NAA visits accompanied by EASA team leaders or EASA management staff	5%	5%	Monthly planning from January until December 2012 has been executed to 100%. Target of 5% has been reached.
Implement new remits, timely adjusted to the changes of the implementation dates	Availability of implementation plan	Implement the new remits i.a.w. the implementation plan	New remits implemented	New remits have been successfully implemented.

Preparation of adequate procedures for NAA outsourcing with regard to new remits	Percentage of outsourced tasks vs tasks performed by EASA staff	Establish outsourcing procedures (target 80%)	Outsourcing procedures established (target 80%)	Outsourcing procedures were established, tasks have been outsourced to qualified entities and NAAs already.
Develop a risk based surveillance system with defined testing and implementation phases	Implementation of the risk based surveillance phases vs implementation plan	Finalizing testing phase	50% implementation	Tailored procedures in CAO, POA and DOA have been adjusted.
Provide resources as requested for inspection activities of the Standardisation Department	% of compliance with requests	90% of requests complied with	90% of requests complied with	All requests from S .1 have been complied with until December 2012.

INSPECTION IN MEMBER STATES

Objective	KPI	Target 2011	Target 2012	Result 2012
Complete the agreed number of visits as per the approved annual plan (1 st strategic pillar)	% of planned visits carried out	100% of planned visits + ad-hoc and other unexpected visits	100% of planned visits + additional 10% (Ad-hoc, FUP, etc)	100% accomplished in all domains (plus a significant number of additional ad-hoc and follow-up visits)
Advancing proactive standardisation measures (2nd strategic pillar)	Perform standardisation meetings	One per scope	1 meeting for FSTD and IAW 2 meetings for CAW, OPS, FCL	Target achieved (std. meetings were conducted in all existing domains)
Impact Assess of Basic Regulation and implementing rules (Art 24.3) (3rd strategic pillar)	% of analysed versus identified issues	n/a	70%	100%

OPERATORS

Objective	KPI	Target 2011	Target 2012	Result 2012
Establish the necessary processes and procedures, including a full database for the collection, analysis and management of the authorisations, together with the necessary modifications implemented in the Agency's ERP tool	Procedures and processes, database business requirements, application forms and funding scheme	Draft procedures and processes, and database business requirements established	Draft procedures and processes, and database established	Draft procedure developed in ARIS; Business Analysis Document has been established for the TCO software application; regular meetings took place with the F directorate for the integration of TCO admin procedure in SAP
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule	n/a	Initial risk assessment completed;	Rulemaking procedure for envisaged Part-TCO delayed (Opinion published in Dec 2012)

Support the Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005	Support the Commission as requested	10 missions(envisaged by the Commission)	10 missions	2 missions for CION (EU Safety List); 14 ASC hearings/meetings in Brussels; 7 mission with ICAO USOAP
Participate to seminars, conferences, roadshows	Number of initiatives attended outside the routine events	At least 3	3	3
Present the EC-SAFA system during relevant international conferences and on request of individual States in order to align ramp-inspections methods with other major aviation authorities	Number of external presentations and exchanges with third country authorities	5	5	6
Development of the SAFA database	Ease of use and quality of output	New version in use	Year on improvement; initiate and implement CR based on user feedback	Major upgrade deployed in October 2012

INTERNATIONAL COOPERATION

Objective	KPI	Target 2011	Target 2012	Result 2012
Promote EASA system via bilateral agreements (BASA), working arrangements (WA) and local representatives	- Percentage of the number of initiatives actively undertaken from the total requests received	90% of requests answered positively within reasonable timelines	90% of requests answered positively within reasonable timelines	98%
	- Percentage of the number of coordination meetings, as follow-up of the arrangements	90% of coordination meetings organised	90% of coordination meetings organised	98%
Support the EC in the definition, implementation and evaluation of EU Civil Aviation Cooperation Programmes (New objective)	Number of projects with direct EASA involvement (participation in Projects' Steering Committee meetings, contribution to Technical activities, etc.)	7 projects	8 projects	13 projects
Develop and implement Technical Cooperation Activities such as training and technical workshops for the benefit of the international partners authorities	Number of technical activities organised for disseminating and explaining the EU regulations	15 events	15 events	27 events
Support Commission co-ordination of ICAO State Letters (SL) in accordance with Commission procedure	- Percentage of Sate Letters (SL) recommendations provided on time	90%	90%	97%

SUPPORT ACTIVITIES¹⁰

Objective	KPI	Target 2011	Target 2012	Result 2012
Process applications in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of applications allocated within 5 working days from receipt	75%	75%	80%
Process closure documents in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of certificates issued within 2 working days from technical visa receipt	80%	90%	88%
Meet the terms of the framework contracts with the NAAs	Percentage of invoices processed (payment initiated) within 45 calendar days from invoice registration	98%	98%	100%
Offer adequate procurement service to the business	Percentage of September high-value (>60k) planning achieved at the end of the year (number of procedures, number of signed contracts, budget volume)	92%	95%	95%
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget	98%	98%	97,06%
Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders	100	95	74,24
Provide adequate management reporting to the MB	Scoreboard provided for each MB meeting	4	4	4
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements.	Successful roll out of documents and records management software across all departments	Information Management feasibility study	Establishment of requirements and compliance of pilot projects	Functional and technical requirements and design of the generic DM functionalities drafted. C-Dir pilot project developed and ready for testing. Design for R-Dir pilot project initiated.

¹⁰ Some of the KPIs have been reviewed in order to better adapt to the way of working in SAP, as already reflected in the Work Programme 2012.

Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2010	97%	97%	97%
Identify standard training programme (common criteria with regard knowledge, skills and experience) for Aviation Safety Inspectors' profiles	Final working paper	Agreed and endorsed final working paper	Initial development and delivery of identified common training modules and programs	The introduction of the new Inspector Qualification Certificate Programme, will require the start of a full project in order to address the specific aspects and requirements of this new procedure. First draft 1/2013.
ISO 9001 Certification	Assessment by an external body	Certificate obtained	Certificate maintained	Certificate maintained
Perform an annual risks analysis exercise.	Up to date risk register	100% up to date	100% up to date	100% up to date 2012 Risk Register finalised and up to date.
Accreditation -To assure a continuing and stable oversight process of the NAAs and/or qualified entities to which certification tasks have been allocated -To provide reliable assurance to the certification process that NAAs and/or QEs are able to perform allocated tasks ensure that the Agency has the ability to react to requests in a timely manner.	<u>Compliance indicator:</u> Accreditation annual plan implemented Target: All inspections planned for a given year N have been performed <u>Performance indicator:</u> Successful accommodation of additional ACCR audits identified during the year N Target: All additional audits to be performed in the year N.	100% up to date	100% up to date 100% ACCR audits performed as planned. Planned in 2012 (approved plan 03.11.11): Q I – 1 Q II – 3 Q III – 2 Q IV – 2	100% up to date Total outcome 2012: 30 activities completed versus 13 planned (231% realisation) Yearly 2012 realisation: 8 Surveillance Audits (SA) of NAAs were performed out of 8 planned (100%); in addition 11 provisional ACCR for 11 NAAs + 3 Revision were completed (0 planned); 7 Initial Audits (IA) of Qes were performed (5 forecasted) Total outcome 2012: 30 activities completed versus 13 planned (231% realisation)

Annex 8: EASA Management Board

The EASA Management Board brings together representatives of the Member States and the European Commission. The Management Board is responsible for the definition of the Agency's priorities, the establishment of the budget and for monitoring the Agency's operation.

The (Management) Board met four times during 2012.

Composition¹¹

Members with voting rights	European Commission and European Member States (27)
Members without voting rights	Norway, Liechtenstein, Iceland, Switzerland
Observers	Albania, Bosnia and Herzegovina, Croatia, FYROM, Montenegro, Serbia and United Nations mission in Kosovo (to be nominated)

Also, the EASA Advisory Board (EAB) participates in the Management Board meetings as observer.

Chair of the Management Board	Deputy Chair of the Management Board
Mr Michael SMETHERS (United Kingdom)	Mr Maxime COFFIN (France)

The other members of the Management Board are:

Country	Member
Austria	Ms Silvia GEHRER Bundesministerium für Verkehr, Innovation und Technologie
Belgium	Mr Frank DURINCKX Directeur Général Service Public Fédéral Mobilité Et Transport Direction Générale Transport Aérien
Bulgaria	Captain Mintcho TZVETKOV Director General Civil Aviation Administration
Cyprus	Mr Iakovos DEMETRIOU Director Department of Civil Aviation Ministry of Communications and Works
Czech Republic	Mr Josef RADA General Director Civil Aviation Authority of the Czech Republic
Denmark	Mr Jesper RASMUSSEN Deputy Director General Danish Transport Authority
Estonia	Mr Koit KASKEL Director General Civil Aviation Administration
Finland	Mr Pekka HENTTU Director General Civil Aviation, Finnish Transport Agency (TraFi)
Germany	Mr Gerold REICHLE Director General - Aviation and Space Division Bundesministerium für Verkehr, Bau und Stadtentwicklung

¹¹ EASA MB Members current as on December 2012. A detailed list of EASA MB Members is available on the EASA website <http://www.easa.europa.eu/management-board/management-board.php>.

Greece	Ms Fofi PAPADIMITROPOULOU Governor of Hellenic CAA
Hungary	Ms Ildikó Szakmáry Director General of Civil Aviation Civil Aviation, Maritime and Inland Navigation Department Ministry of National Development
Iceland	Mr Pétur K. MAACK Director General Civil Aviation Administration
Ireland	Ms Ethna BROGAN Deputy Director General for Civil Aviation Aviation Regulation and International Relations Division Department of Transport
Italy	Dott. Alessio QUARANTA Director General Ente Nazionale per l'Aviazione Civile (ENAC)
Latvia	Mr Maris GORODCOVS Director General of Civil Aviation Civil Aviation Agency, Ministry of Transport
Liechtenstein	Mr Henrik CADUFF Office of Economic Affairs Division Civil Aviation
Lithuania	Mr Kestutis AURYLA Director of Civil Aviation Administration
Luxembourg	Mr Claude WALTZING Directeur de l'Aviation Civile Ministère des Transports (MoT/CAA) Direction de l'Aviation Civile
Malta	Mr Ian FALZON Director General for Civil Aviation Transport Malta Civil Aviation Directorate
The Netherlands	Mr Sjoerd VAN DIJK (acting member) Head of the aviation safety division Directorate of Civil aviation Ministry of Infrastructure and Environment
Norway	Mr Stein Erik NODELAND Director General Civil Aviation Authority
Poland	Mr Piotr OŁOWSKI President Civil Aviation Authority
Portugal	Mr Luís Miguel PEREIRA TRINDADE SANTOS Chairman of the Board INAC
Romania	Mr Tudorel ROMAN Airworthiness Director Romanian Civil Aeronautical Authority (RCAA)
Slovak Republic	Mr Ján BREJA Director Civil Aviation Authority

Slovenia	Mr Mirko KOMAC M. Sc Acting Director Civil Aviation Agency
Spain	Ms Isabel MAESTRE Director of AESA Agencia Estatal de Seguridad Aerea (AESA)
Sweden	Ms Ingrid CHERFILS Director Civil Aviation Department Swedish Transport Agency
Switzerland	Mr Marcel ZUCKSCHWERDT Director Aviation Policy & Strategy Division Department of the Environment, Transport, Energy and Communications
European Commission	Mr Matthias RUETE Director-General Directorate-General for Mobility and Transport

<i>Annex 9: List of acronyms</i>

ACARE	Advisory Council for Aeronautics Research in Europe
ACI	Airport Council International
AD	Airworthiness Directive
AMC	Acceptable Means of Compliance
ANS	Air Navigation Services
AR	Authority Requirements
ATCO	Air Traffic Controller
ATM	Air Traffic Management
BASA	Bilateral Air Safety Agreement
CA	Contract Agent
CAAC	General Administration of Civil Aviation of China
CAEP	Committee on Aviation Environmental Protection (ICAO)
CANSO	Civil Air Navigation Services Organisation
CAT	Commercial Air Transport
CAW	Continuing Airworthiness
CC	Cabin Crew
CMA	Continuous Monitoring Approach
CRD	Comment Response Document
CRT	Comment Response Tool
CTIG	Common Training Initiative Group
COA	Continuing Airworthiness Organisations
DOA	Design Organisation Approval
EACCC	European Crisis Coordination Cell
EAD	Emergency Airworthiness Directive

EARPG	European Aviation Research Partnership Group
EASAC	European Safety Advisory Committee
EASP	European Aviation Safety Programme
EASp	European Aviation Safety Plan
EC	European Commission
ECAC	European Civil Aviation Conference
ECAST	European Commercial Aviation Safety Team
ECofA	Export Certificate of Airworthiness
ECDC	European Centre for Disease Prevention and Control
EGAST	European General Aviation Safety Team
EGNOS	European Geostationary Navigation Overlay Service
EHFAG	European Human Factors Advisory Group
EHEST	European Helicopter Safety Team
ERP	Enterprise Resource Planning
ESSI	European Safety Strategy Initiative
ETSO	European Technical Standard Order
ETSOA	European Technical Standard Order Authorisation
EU	European Union
EUROCAE	European Organisation for Civil Aviation Equipment
FAA	Federal Aviation Administration (USA)
FABs	Functional Airspace Blocks
FAL	Final Assembly Line
FCL	Flight Crew Licensing
FDM	Flight Data Monitoring
FOIA	(US) Freedom of Information Act

FSTD	Flight Synthetic Training Devices
FTE	Full Time Equivalent
GM	Guidance Material
HLSC	(ICAO) High Level Safety Conference
HR	Human Resources
IAC	Interstate Aviation Committee
IAS	Internal Audit Service (European Commission)
IAW	Initial Airworthiness
ICF	International Cooperation Forum
ICAO	International Civil Aviation Organisation
IGPT	Inter Group on Pilot Training (EASA)
IORS	(EASA) Internal Occurrence Reporting System
IPPF	International Professional Practices Framework
ISC	Internal Safety Committee
IT	Information Technology
ITQI	International Training Qualification Initiative (IATA)
JAA	Joint Aviation Authorities
JAR	Joint Aviation Requirement
JARUS	Joint Authorities for Rulemaking on Unmanned Systems
JCAB	Japanese Civil Aviation Bureau
LoA	Letter of Agreement
MMEL	Master Minimum Equipment List
MOA	Maintenance Organisation Approval
MRB	Maintenance Review Board
NAA	National Aviation Authority

NGAP	New Generation of Aviation Professionals (ICAO)
No.	Number
NPA	Notice of Proposed Amendment (EASA)
NPRM	Notice of Proposed Rulemaking (FAA)
OPS	Air Operations
OR	Organisation Requirements
OSD	Operational Suitability Data
PAD	Proposal to issue an Airworthiness Directive (EASA)
POA	Production Organisation Approval
PRB	Performance Review Board
Q	Quarter
QE	Qualified Entity
RTC	Restricted Type Certificate
SAE	Society of Automotive Engineers
SAFA	Safety Assessment of Foreign Aircraft
SAP	Systeme, Anwendungen und Produkte in der Datenverarbeitung [DE] Systems, Applications and Products in Data Processing [EN]
SARPS	(ICAO) Standards and Recommended Practices
SAN	Storage Area Network
SAS	Special Airworthiness Specification
SESAR	Single European Sky ATM Research
SPOA	Single Productions Organisations
SNE	Seconded National Expert
SMS	Safety Management Systems
SSP	State Safety Programme
STC	Supplemental Type Certificate

STD	Synthetic Training Device
TA	Temporary Agent
TC	Type Certificate
TCO	Third Country Operators
TCCA	Transport Canada Civil Aviation
UAE	United Arab Emirates
USOAP	Universal Safety Oversight Audit Programme (ICAO)
WA	Working Arrangement